

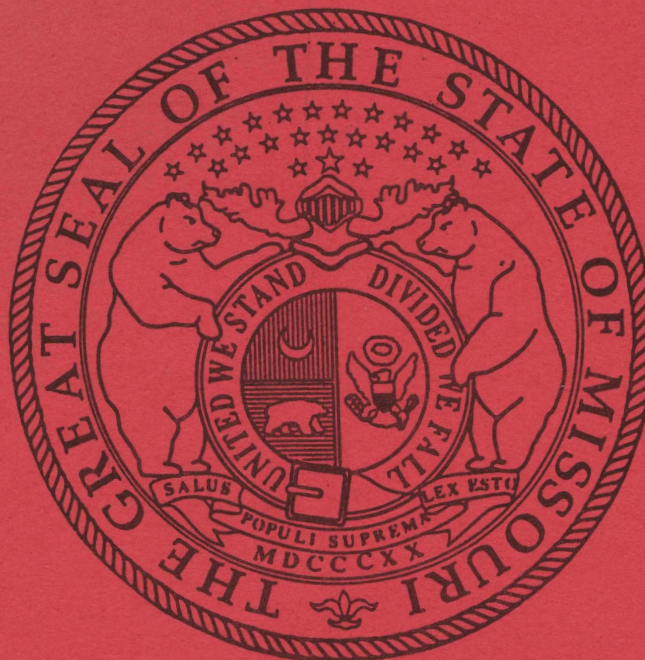
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FISCAL YEAR 1995

OFFICE OF THE ADJUTANT GENERAL



ANNUAL REPORT

★★ MAJOR GENERAL RAYMOND L. PENDERGRASS

★★

THE ADJUTANT GENERAL

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DEPARTMENT OF PUBLIC SAFETY DIVISION OF THE ADJUTANT GENERAL MISSOURI NATIONAL GUARD HISTORY AND ORGANIZATION

Missouri's organized militia, from which the National Guard was formed, predates statehood by 12 years. Since statehood, the Adjutant General has served as the Governor's military secretary and head of the National Guard.

The Office of the Adjutant General is provided for by Article III, Section 46 of the Missouri constitution, and operates under provision of Chapter 41 of the state statutes. Much of the operation of Army and Air National Guard forces is also controlled by federal laws and military regulations. The great majority of the funding for the National Guard is from federal appropriations.

The Adjutant General is appointed by the Governor with the advice and consent of the state Senate to serve as administrative head of the military establishment of the state and administer the activities of an affiliated agency, the State Emergency Management Agency.

Missouri funds the operation of armories in the state and pays some National Guard administrative costs. Some state matching funds are provided for new armory construction. Federal funds pay National Guard members and most full-time National Guard employees. Federal dollars also cover almost all National Guard equipment and training expenses.

National Guard units serve the state under direction of the Governor during times of disaster or emergency when conditions threaten life or public safety beyond the ability of local authorities. Air and Army National Guard units also train alongside active forces to prepare for their national defense roles as part of the Total Force, and each Army or Air unit is a part of the federal reserve forces, fully accessible for federal duties.

In 1995 Army and Air elements served on state duty during flooding and after

tornadoes and ice storms. The fast response of National Guard forces in 1995 echoed the great flood of 1993, when women and men from almost every Missouri Army and Air National Guard unit served in over 85 locations along the rivers in the state. Over 5,000 men and women served during the '93 emergency. They worked alongside volunteers and public safety professionals, and cooperatively with Guard elements from surrounding states also affected by the flooding.

Desert Storm is the most recent large scale federal duty. It saw close to 1,300 Missouri National Guard men and women prove the validity of the Total Force policy, as they answered the call to duty. Army and Air Guard units from Missouri saw service in Saudi Arabia, Iraq, and Kuwait and also filled important support roles in Europe and at military bases in the United States. Some Army and Air units were on duty in the Middle East less than a year after they had seen combat duty in Panama during Operation Just Cause.

While call ups since Desert Storm have involved fewer people and have seen less media attention, Missouri Army and Air National Guard units have also served in Bosnia, Haiti, Rwanda, and Somalia.

In 1995, the Missouri National Guard soldiers also took on a major project in Panama to build schools and medical clinics. While in Missouri, the Air and Army National Guard provided medical assistance to rural areas, immunized children in major cities, and helped local officials demolish drug houses.

A Military Council advises the Adjutant General, and apportions all appropriations made for military purposes. The council consists of the Adjutant General, general officers of the National Guard in Missouri, the commanders of the state's

major Army and Air units, and other officers appointed by the Adjutant General. Senior active Army advisers to the National Guard and federal and state fiscal officers for the National Guard serve as ex officio members.

Maj. Gen. (MO) Raymond L. Pendergrass has been the Adjutant General since March 1, 1993.

A Korean War veteran, Pendergrass first entered the military in Arkansas and was mobilized with his hometown unit. He later joined the Missouri Army National Guard in Rolla and held various command and staff positions prior to his 1986 retirement.

Governor Mel Carnahan called him out of

retirement to become Adjutant General.

Our readiness is made possible by the cooperation of the General Assembly, the officials of the executive branch, and our sister state agencies. As the response of our soldiers and airmen, their families and National Guard employers and communities showed during state duties in 1995 and on federal contingency missions around the world, the Missouri National Guard is a true partnership. This report reflects the achievements of those partners.

ADJUTANTS GENERAL OF MISSOURI



1820-1829	John O'Fallon	1889-1897	Joseph A. Wickham
1829-1830	Henry Shurlds	1897-1901	Morris F. Bell
1830-1835	A. J. Williams	1901-1905	William T. Dameron
1835-1839	Benjamin M. Lyle	1905-1909	James A. DeArmond
1839-1843	James L. Minor	1909-1913	Frank M. Rumbold
1843-1848	Gustavas A. Parsons	1913-1917	John B. O'Meara
1848-1851	William G. Minor	1917-1917	Arthur B. Donnelly
1851-1851	William A. Roberts	1917-1917	James H. McCord
1851-1857	Addison M. Elston	1917-1918	Andrew V. Adams
1857-1860	Gustavas A. Parsons	1918-1921	Harvey C. Clark
1860-1861	Warwick Hough	1921-1925	William A. Raupp
1861-1861	George H. Smith	1925-1927	Frank M. Rumbold
1861-1863	Chester Harding, Jr.	1927-1933	Andrew V. Adams
1863-1865	John B. Gray	1933-1936	Harold W. Brown
1865-1869	Samuel P. Simpson	1936-1937	Claude C. Earp
1869-1870	George L. Childress	1937-1941	Lewis R. Means
1870-1871	Isaac F. Shepard	1941-1945	Clifford W. Gaylord
1871-1873	Albert Sigel	1945-1951	John A. Harris
1873-1875	John D. Crafton	1951-1964	Albert D. Sheppard
1875-1877	George C. Bingham	1964-1973	Laurence B. Adams, Jr.
1877-1881	Ewing Y. Mitchell	1973-1977	Charles M. Kiefner
1881-1885	John B. Waddill	1977-1981	Robert E. Buechler
1885-1889	James C. Jamison	1981-1993	Charles M. Kiefner
		1993-	Raymond L. Pendergrass

MISSION OF THE MISSOURI NATIONAL GUARD

As provided for under the provisions of the National Defense Act, units of the Missouri National Guard (MONG), both Army and Air, have a dual mission. The state mission is to provide military organizations trained and equipped to function when necessary in the protection of life and property, and in the preservation of peace, order, and the public safety. As Reserve Components of the Army and Air Force of the United States, the federal mission is to provide trained and qualified individuals available for federal service in time of war or national emergency, or at such other times as the national security may require augmentation of the United States Armed Forces.

PRIMARY STAFF OFFICERS

Brigadier General William A. Treu

*Military Executive

Colonel Robert A. Morgan

**Chief of Staff, MOARNG

Colonel Allen L. Stark

**U.S. Property & Fiscal Officer

Colonel Lee A. Merchen

***Senior Army Adviser

Colonel B. Wayne Medley

**Military Personnel Management Officer

Colonel James L. Pruitt

**Plans, Operations, & Training Officer

Colonel James H. Wakeman

**Plans, Operations & Military Support

Colonel Edward C. Gruetzemacher

**State Army Aviation Officer

Colonel Ted O. Wilson

**Support Personnel Management Officer

Colonel Calvin P. Broughton
**Construction/Facilities Officer

Lieutenant Colonel Ronald L. Benward
**Resource Protection Mgmt Officer

Colonel Calvin W. Miller
***Inspector General

Lieutenant Colonel Noland M. Farmer
**Surface Maintenance Manager

Colonel Gary Jones
**AVCRAD Supervisor

Colonel James A. Baker
**Exec Support Staff Officer (Air)

Lieutenant Colonel Michael D. Jameson
**Director of Information Management

Major Joe Seiling
**Equal Employment Manager

Lieutenant Colonel Dennis L. Cruts
*Financial Manager (State)

Major Barbara A. Branigan
**Staff Judge Advocate

Lieutenant Colonel Jerry Peeper
**State Safety Manager

Command Sergeant Major Paul J. Harris
**State Command Sergeant Major

Major Kenneth R. MacNevin
**Public Affairs Officer

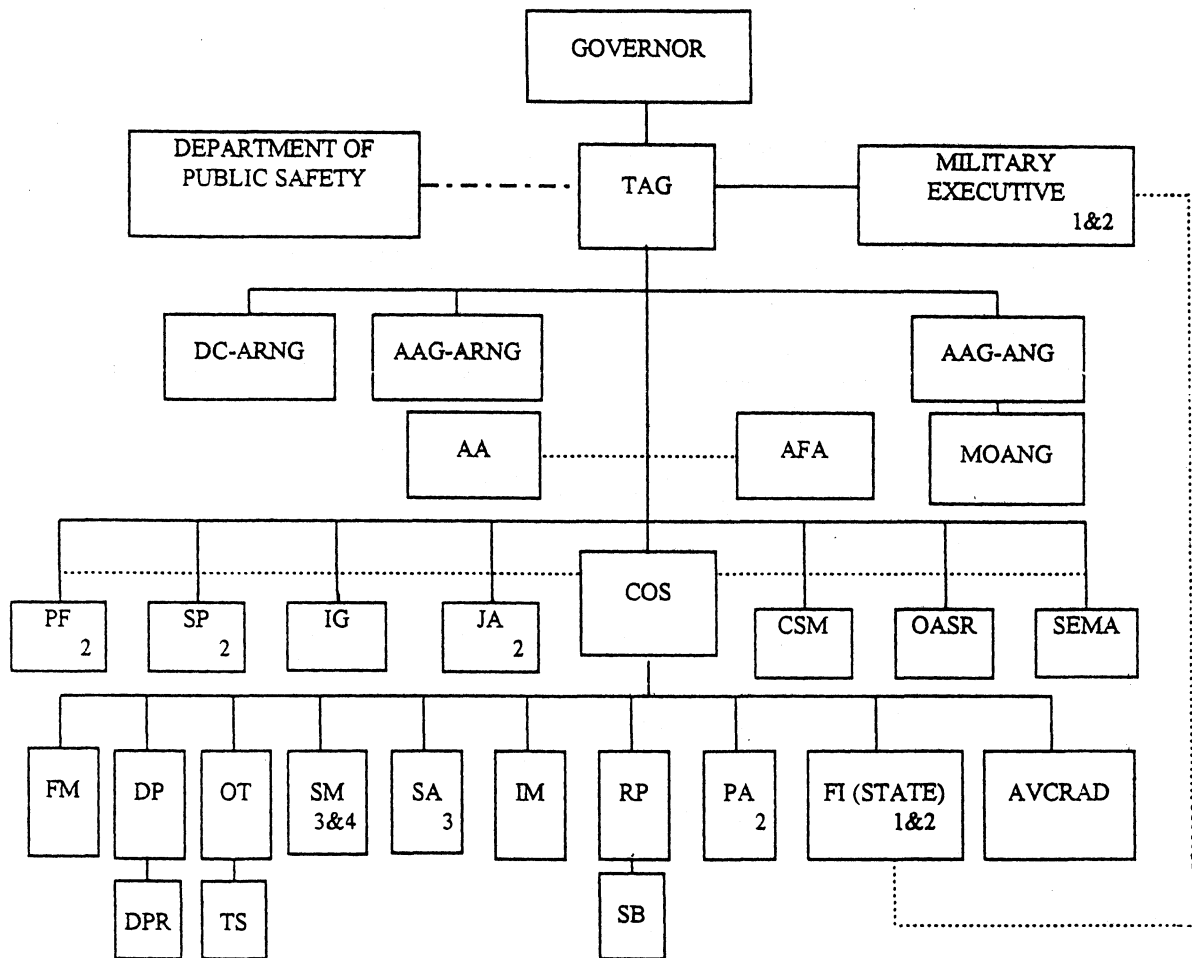
*denotes state position

**denotes federal position

***denotes regular Army Officer assigned by the Department of the Army

**DEPARTMENT OF PUBLIC SAFETY
DIVISION OF THE ADJUTANT GENERAL**

Organizational Chart

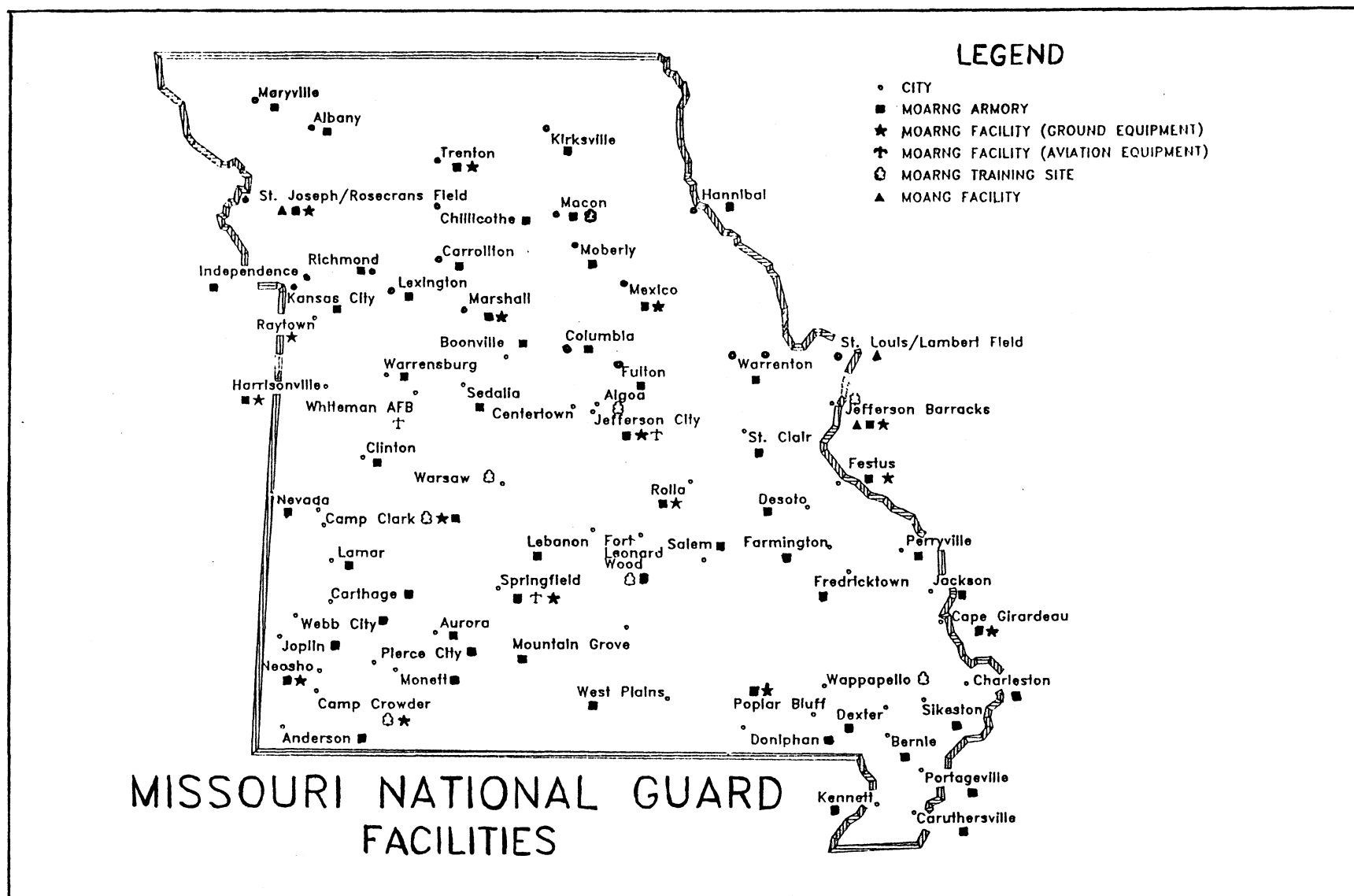


_____ COMMAND
 COORDINATION
 - - - - - EXECUTIVE COORDINATION

1. STATE FUNDED POSITION
2. DUAL FUNCTION (ARMY-AIR)
3. PROVIDES GENERAL/TECHNICAL GUIDANCE TO COMMANDERS
4. EXERCISES GENERAL/TECHNICAL SUPERVISION OF OMSs & UTEs

AA - SENIOR ARMY ADVISER
 AAG-ANG - ASST. ADJUTANT GENERAL - AIR NATIONAL GUARD
 AAG-ARNG - ASST. ADJUTANT GENERAL - ARMY NATIONAL GUARD
 AFA - AIR FORCE ADVISER
 AVCRAD - AVIATION CLASSIFICATION REPAIR ACTIVITY DEPOT
 COS - CHIEF OF STAFF
 CSM - COMMAND SERGEANT MAJOR
 DC-ARNG - DEPUTY COMMANDER - ARMY NATIONAL GUARD
 DP - DIRECTOR OF PERSONNEL
 DPR - RECRUITING AND RETENTION MGR
 FI - FINANCIAL MGMT. OFFICER (STATE)
 FM - DIRECTOR OF FACILITIES
 IG - INSPECTOR GENERAL
 IM - DIRECTOR OF INFORMATION MGMT.

JA - STAFF JUDGE ADVOCATE
 MOANG - MO AIR NATIONAL GUARD
 OASR - OFFICE OF AIR SEARCH AND RESCUE
 OT - OPERATIONS & TRAINING OFFICER
 PA - PUBLIC AFFAIRS OFFICER
 PF - U. S. PROPERTY & FISCAL OFFICER
 RP - RESOURCE PROTECTION OFFICER
 SA - STATE ARMY AVIATION OFFICER
 SB - SAFETY BRANCH
 SEMA - STATE EMERGENCY MGMT OFFICER
 SM - STATE MAINT. MANAGER
 SP - SUPPORT PERSONNEL MGMT OFF.
 TAG - THE ADJUTANT GENERAL
 TS - TRAINING SITE



STATE AWARDS AND RECOGNITION

MERITORIOUS SERVICE MEDAL Highest honor awarded by the State to individuals who have performed valorous or meritorious military service which reflects honorably and creditably upon the State of Missouri. Not more than one Meritorious Service Medal shall be awarded or presented. It may be awarded for valor or merit.

CONSPICUOUS SERVICE MEDAL Second highest honor awarded by the State to National Guardmembers and civilians who have performed distinguished and conspicuous service or services, either civilian or military, which reflect honorably and creditably upon the State of Missouri. An oak leaf cluster will be presented for second or succeeding awards. A silver oak leaf cluster will be issued in lieu of five bronze clusters.

MISSOURI NATIONAL GUARD COMMENDATION RIBBON Awarded to Missouri National Guard members in public recognition of commendable service, outstanding acts or achievement. An oak leaf cluster will be presented for second or succeeding awards. A silver oak leaf cluster will be issued in lieu of five bronze clusters.

Missouri National Guard Recruiting/Retention Ribbon Awarded to Missouri National Guard members who have given distinguished service to the State of Missouri by enhancing the numerical strength of the National Guard through recruiting and retention efforts. An oak leaf cluster will be presented for second or succeeding awards. A silver oak leaf cluster will be issued in lieu of five bronze clusters.

ADJUTANT GENERAL'S TWENTY BADGE AND RIBBON Awarded to National Guardmembers who competed in the State Combat Matches since 1 January 1968 to recognize exceptional marksmanship achievements.

GOVERNOR'S TWELVE TAB Awarded to three new shooters who have actively competed in the annual Winston P. Wilson National Guard Rifle, Pistol and Light Machine Gun Championships since 1 August 1990, or the Army Area Reserve

Component (FORSCOM) Composite Rifle Matches since 1 August 1966.

MISSOURI PANAMANIAN SERVICE RIBBON Awarded to members of the Missouri National Guard who served in the Republic of Panama during Operation Just Cause, dates specified by the Department of Defense.

DESERT STORM SERVICE RIBBON Awarded to Missouri National Guard personnel ordered to federal service under Title 10 U.S. Code 673, Title 10 U.S. Code 673b, or as volunteers under Title 10 U.S. Code 672d and were deployed in support of Desert Shield/Storm.

MISSOURI EXPEDITIONARY RIBBON Awarded to MONG members who are ordered to perform active duty service (Title 10).

STATE EMERGENCY DUTY SERVICE RIBBON Awarded to members of the Missouri National Guard ordered to State Active Duty in time of emergency declared by the Governor to uphold the law and preserve order, protect lives and property, assist civil authorities, and for the aid and relief of civilians in disaster. A bronze star will be issued for a second and succeeding awards. A silver star will be worn in lieu of five bronze stars.

STATE OF MISSOURI CERTIFICATE OF APPRECIATION Awarded to recognize periods of faithful service, acts, or achievement of good public and community relations in the interest and support of the Missouri National Guard. The certificate is signed by The Adjutant General and the Governor of Missouri.

STATE OF MISSOURI CERTIFICATE OF APPRECIATION Awarded to Missouri National Guard personnel upon separation as a result of retirement. The certificate is signed by the Adjutant General and the Governor of Missouri. The text of the certificate is an expression of the appreciation of a grateful citizenry.

TAG CERTIFICATE OF APPRECIATION Authorized for military or civilian personnel. Recommended for spouse of retiring National Guard member. Awarded to individual's who have

provided support to Missouri National Guard units and members.

TAG CERTIFICATE OF MERIT, MILITARY
Awarded to recognize periods of faithful service, acts or achievements of good public and community relations, in the interest and support of the MONG.

MISSOURI NATIONAL GUARD SERVICE RIBBON (Five Years) Awarded to persons who have completed five years of honorable service in the MONG on or after 20 May 1971.

LONG SERVICE RECOGNITION Long service ribbons are authorized for 10, 15, and 20 years service. A bronze hawthorn cluster is authorized for 25 years; a silver hawthorn cluster for 30 years, a gold hawthorn cluster for 35 years, and two gold hawthorn clusters for 40 years service. This service

does not have to be continuous and service rendered in any of the armed forces of the United States as a result of, or in connection with, membership in the MONG shall be considered a part of such service.

MISSOURI NATIONAL GUARD ACTIVE DUTY BASIC TRAINING SERVICE RIBBON AND CERTIFICATE To recognize members of the MONG who have honorably and successfully completed an active duty basic training course while a member of the MONG. These awards will be presented to all trainees after honorable and successful completion of active duty basic training and the award of a primary military occupational specialty (MOS)/Air Force Specialty Code (AFSC).

MISSOURI RESERVE MILITARY FORCE

The mission of the Missouri State National Guard is to supplement the MONG when necessary or replace the National Guard when it is not available. Authorized by Chapter 41, Revised Statutes of Missouri.

MISSOURI

ARMY

NATIONAL GUARD



DIRECTOR OF PERSONNEL

The Director of Personnel is the principal adviser to the Adjutant General for military personnel matters and is responsible for the administration and management of enlisted, warrant officer, and officer personnel assigned to the Missouri Army National Guard (MOARNG). Recommendations for personnel policies and preparation of directives are formulated in accordance with the Missouri Military Code and National Guard and Department of the Army Regulations.

The Directorate of Personnel includes the Military Personnel Management Branch, Recruiting and Retention Management Branch, and Standard Installation/Division Personnel System (SIDPERS) Interface Branch (SIB).

MILITARY PERSONNEL MANAGEMENT BRANCH is responsible for processing personnel actions such as enlistments, appointments, transfers, promotions, reductions, separations, classifications, and maintains personnel

records of MOARNG personnel. Also, processes federal recognition withdrawals of officers, provides casualty assistance, and processes and authenticates military orders released from this headquarters.

Other functional areas in this branch include the State Family Program, Civilian Education Assistance, Selective Reserve Incentive Program, Health System Services, military orders publication, personnel security, military awards, and Records/Archives.

MOARNG STRENGTH AS OF 30 JUNE 1995

	Authorized	Assigned
Officers	774	748
Warrant Officers	297	220
Enlisted	7784	6512
TOTAL	8855	7480

All officers and enlisted personnel are trained to be combat ready for mobilization in the active Army. They are assigned to the following branches:

- Adjutant General's Corps
- Medical Service Corps
- Army Medical Specialist Corps
- Military Intelligence
- Army Nurse Corps
- Military Police Corps
- Chaplain Corps
- Ordnance Corps
- Medical Corps
- Quartermaster Corps
- Chemical Corps
- Signal Corps
- Corps of Engineers
- Staff Specialist
- Dental Corps
- Transportation Corps
- Field Artillery

OFFICER PERSONNEL is responsible for officer personnel actions, maintenance of personnel files, the Officer Personnel

Management System, promotion boards, and selective retention. During this reporting period, there was a increase in the total number of officer positions authorized (+7) and a decrease in the total number assigned (-10).

ENLISTED PERSONNEL is responsible for enlisted personnel actions, maintenance of personnel files, casualty reports, Command Sergeant Major programs, selective retention, and processing requests for Initial Active Duty Training. During this reporting period, there was a decrease both in the total number of enlisted positions authorized (-221) and in the total number assigned (-630).

THE STATE FAMILY PROGRAM OFFICE is responsible for the development and implementation of both pre-mobilization and post-mobilization family support and family assistance.

Pre-mobilization activities involve family members in the chain of communication to keep them informed about benefits and entitlements, the National Guard mission and activities, and their important role in the Guard. Many activities concentrate on family readiness by briefing family members on the process of mobilization and how to be better prepared, and ensuring that soldiers and airmen have completed all planning for the welfare of their family during separation. Other activities offer family members the opportunity to socialize together to build the important social bonds that form a net of support during times of stress.

All of these activities are implemented through a network of local family support groups which are mutual self-help groups made up of spouses, parents, children, boy/girlfriends, and retirees. These groups are lead by volunteers from within the group. Training is available that enhances the skills

necessary to facilitate an effective group. Workshops also offer volunteers the opportunity to network and exchange creative ideas on sustaining the enthusiasm of volunteers and group members. Most of these workshops and seminars are instructed by family support group volunteers themselves.

Family support groups also host Quality of Life programs that have a positive impact on the family life of not only family members of the Missouri National Guard but also the communities in which they reside. These programs include youth programs, family life development, and Drug Demand Reduction programs. This year's activities included a youth camp for children of Guard members.

An important aspect of the chain of communication is the State Family Council. The council consists of volunteers and military members who work on the concerns and issues of the families of the Missouri National Guard. They advise the Adjutant General on programs which will be effective in addressing these needs.

Post-mobilization programs included many unit level mobilization exercises which involve family support groups and family members. During these activities members work on such things as family readiness rosters, dependent identification cards, and dependent care plans.

EDUCATION SERVICES OFFICE provides guidance and assistance to our soldiers pursuing post-secondary education degrees (associate, baccalaureate, and masters) and is responsible for the Montgomery GI Bill (MGIB) program which provides financial aid to our soldiers in obtaining their civilian education requirements and goals. This program was expanded on 1 October 1990 to include vocational-technical training, independent study, correspondence courses, flight

training and a second baccalaureate degree. On 30 November 1993, MGIB was expanded to cover Graduate work. The purpose of this program is to increase enlistments and retain qualified personnel.

The Education Services Office has the responsibility for the Defense Activity for Non-Traditional Education Support (DANTES) programs to assist and counsel our soldiers who cannot obtain a higher education through the traditional manner. This includes external degree programs, independent study, correspondence courses and credit by examination through ACT-PEP, CLEP, and DSST tests.

The Servicemembers Opportunity Colleges (SOC)/Army National Guard Outreach program is the extension of SOC services and benefits to members of the Army National Guard. It involves the Education Services Office to counsel MOARNG members on an educational goal and evaluation plan to SOC institutions that support education for military personnel. There are over 1100 SOC institutions in the United States. Twenty-five (25) Missouri SOC Institutes of Higher Learning have pledged to support the National Guard Outreach Program, which is an increase of nine (9) more institutions than last year. The SOC institutions maintain consistency in transfer of credits, academic residency requirements, crediting learning from military training and experience, and crediting extra-institutional learning. The Education Services Officer is designated by SOC to be their official representative to solicit and nominate colleges for membership in SOC.

The SELECTED RESERVE INCENTIVE PROGRAM is designed to increase enlistments, improve retention, and provide for force stability through reduced attrition and longer terms of service by offering various incentives to Army National Guard

soldiers. The Army National Guard is authorized to pay five types of incentives to qualified individuals: a cash enlistment bonus for first-term soldiers, an affiliation bonus for former active component members with a remaining military obligation, a reenlistment/extension bonus (three years) for those who are nearing the halfway point to retirement, Non-Prior Service Civilian Acquired Skills Program Bonus, and the student loan repayment program. Listed are the approximate number of active participants for each type of incentive as of 30 June 1995:

Enlistment Bonus	841
Retention (Three-Year)	115
Affiliation	184
Student Loan	
Repayment Program	878

The HEALTH SYSTEM SERVICES manage various medical programs such as the dental panoramic x-ray, over-40 cardiovascular screening and physical examinations, line of duty investigations, incapacitation pay, Defense Eligibility Enrollment Reporting System (DEERS), and Human Immunodeficiency Virus (HIV). Also, they schedule medical evaluations with civilian and federal medical treatment facilities and review the payment of such accounts.

RECORDS/ARCHIVES processes numerous requests for military record information. The volume of requests increases each year. Requests from Social Security Offices are the most numerous followed by veteran service organizations. This is a valuable service for our Missouri residents because we promptly provide the record if it is on file and, in many instances, we will be the only source for this record information.

All state military awards and some federal military awards are processed by this office. Assistance is provided to personnel

in making their twenty-year survivor benefit elections (National Guard) and application for reserve component military retirement pay. Emphasis is also given to providing assistance to National Guard retirees or widows who are experiencing pay or administrative problems in receiving benefits due. Casualty assistance is provided by this office.

World War I and earlier documents have been transferred to State Archives. Received requests are forwarded to State Archives for response.

Most records maintained by this functional area are identified as "permanent" records. Inadequate storage space requires storing with State records. When requests for information are received, the record is telephonically requested and delivered by National Guard courier.

RECRUITING AND RETENTION MANAGEMENT BRANCH is responsible for the formulation, planning, coordination, and operation of the MOARNG recruiting and retention programs to support planned force structure strength requirements as specified by Department of the Army, National Guard Bureau, and the Adjutant General.

This branch includes 61 production recruiters, 7 Non-Commissioned Officers In Charge (NCOIC's) who supervise the recruiters in the state, 2 guidance counselors at each Military Entrance and Processing Stations (MEPS) in the state, an Army Medical Department (AMEDD) officer, a Reserve Component Transition/ Interstate Transfer NCO and a support staff of 10 officers and NCO's.

In order to accomplish their primary mission, this branch completes subordinate functions to include budget funding, result trends, forecasting, statistical analysis, cost analysis, management analysis, research and long range planning, advertising, training, awards to include referral awards program,

applicant processing, special events, and dealing with active armed forces counterparts.

ARMY MEDICAL DEPARTMENT (AMEDD) and Special Emphasis Strength Management for recruiting and retaining females, minorities, physicians, dentists, veterinarians, physician assistants, registered nurses, psychologists, social workers, environmental scientists, pharmacists, and others directed for existing vacancies within the Missouri Army National Guard.

RESERVE COMPONENT TRANSITION/ INTERSTATE TRANSFER coordinates the placement of active duty personnel into vacancies within MOARNG and also, locates a new National Guard unit for those individuals already in the Guard, but moving to another state or into Missouri.

STANDARD INSTALLATION/ DIVISION PERSONNEL SYSTEM (SIDPERS) INTERFACE BRANCH (SIB) has the responsibility for operating an automated personnel system which contains basic personnel data on each individual National Guard member. Organizational data is maintained on each Missouri Army National Guard unit.

SIDPERS Interface Branch (SIB) consists of SIB Headquarters, the Files Management Section, and the Retirement Points Accounting System (RPAS) Section.

The SIB Headquarters is responsible for the day-to-day supervision of the SIB. The Files Management Section receives, processes, and accounts for incoming personnel transactions, provides administrative support for the SIB Headquarters, and is responsible for maintenance of the automated files. Of primary importance is the quality assurance process conducted by personnel of this section on each individual personnel transaction. Only the purest data is allowed to be entered into the computer by the Files Management Section. The Retirement

Points Accounting System is responsible for receiving, processing, verifying, and maintaining automated retirement point records on each National Guard member.

Personnel information is provided from these automated systems to all echelons where it is used in personnel management, mobilization planning, budgeting, and calculating pay for individual National Guard members. Over 60,000 individual personnel transactions are processed each year.

This branch also operates and administers the Drill Attendance Monitoring Procedures and Report System which combines personnel, pay, and training data to provide information on individual drill performance.

PERSONNEL SERVICES BRANCH (PSB) operates as a separate branch within the Directorate of Personnel to provide guidance to military personnel and supported units of the Missouri Army National Guard in the areas of functional responsibility, operational procedures, and personnel readiness. The PSB recommends and implements guidance which contributes to uniformity and standardization of personnel procedures.

PSB is designed to provide soldier support, reduce the administrative workload at unit and battalion level, provide mobilization support to field commanders, and to enhance the mobilization readiness of the MOARNG.

The PSB acts as a central, personnel files storage facility and is responsible for providing management, maintenance, and control of Military Personnel Records for all soldiers in the Missouri Army National Guard, MOARNG.

Personnel Records must be accurate and complete. Access to records and release of information is strictly controlled to comply with Privacy Act requirements.

Personnel files are initiated for all new accessions to the MOARNG. PSB Record Specialists prepare separation documents

and transfer records for soldiers who are discharged or reassigned.

PLANS, OPERATIONS & TRAINING DIVISION

The Plans, Operations and Training Officer (G3) is responsible for the organization, operations, education, training, combat readiness, and mobilization within the MOARNG. Specific functions are as follow:

ORGANIZATION The Missouri Army National Guard is organized into 42 mobilization entities (to include Headquarters, MOSTARC) that are included in the Department of the Army (DA) total force structure as approved by the Secretary of the Army. There are 21 battalions and higher level organizational headquarters. Considering split units, headquarters companies, headquarters batteries and headquarters detachments, there are 105 elements located in 60 Missouri cities, towns, and communities.

MOBILIZATION READINESS SECTION Develops plans and coordinates preparations for mobilization and deployment of Army National Guard units. Analyzes FORSCOM Mobilization and Deployment Planning System (FORMDEPS) to ensure compliance with mobilization requirements. Schedules and monitors mobilization exercises for units and Headquarters, State Area Command (STARC). Accesses and reports mobilization readiness status of units.

Manages and coordinates the Army Wartime Trace. Ensures that state ARNG units are identified with their wartime headquarters to include active component and reserve component, both upward and downward traces. Operates the World Wide Military Command and Control System (WWMCCS) computer to retrieve mobilization and deployment data.

Monitors readiness status of state ARNG units; analyzes unit readiness posture; and recommends methods to improve readiness. Assists in developing corrective action plans for units not meeting combat readiness standards.

A Status of Resources and Training Report is submitted on a monthly basis by each mobilization entity. This report is processed through this office to the National Guard Bureau (NGB) and the Joint Chiefs of Staff. This report describes the total combat readiness posture of each unit. The data included in this report is used by NGB and DA to measure overall readiness of the total force and make command decisions.

Manages the Force Structure Program to include actions for activation, inactivation, designations, redesignations, organizations, reorganizations, conversions, etc. Provides force structure input to the state long range plan. Develops the state Force Integration Plan. Integrates new doctrine, equipment, and changes to organizational design with emphasis on minimum degradation to readiness. Arranges for new equipment training.

TRAINING All units of the MOARNG are Federal mobilization entities. Operations and training are conducted under the purview of the Department of the Army (DA) as promulgated by the U.S. Army Forces Command (FORSCOM). Doctrinal guidance is provided by Army Regulations, Army Training and Evaluation Programs (ARTEP), and other pertinent training publications. The Commander, Fifth U.S. Army, Fort Sam Houston, Texas, is responsible for training supervision and evaluation of MOARNG units. The Adjutant General publishes implementing training directives to the units. Training requirements and objectives are specified on a yearly basis, to include annual training sites and logistical support requirements. Each unit publishes a yearly training program and subsequently quarterly or monthly training schedules covering training activities for 48 inactive duty training assemblies per fiscal year (1 October - 30 September). Specific annual

training guidance and schedules are issued for a minimum of 15 days of annual training during each training year.

National Guard members must always remain informed, alert, and eager to learn the most current of the continuing changes, new techniques, and technological advances demanded in modern warfare. To accomplish this, our National Guard members are required to attend resident instruction offered at the U.S. Army Branch Service Schools.

Federal funds managed by the G3 Division to support operations and training during FY 95 exceeded \$16,000,000. This includes funding for annual field training, service schools, miscellaneous special training activities, and overseas deployment training.

The FORSCOM directed affiliation program, which affects two engineer battalions of the state, provides limited funding for those units, and establishes a working relationship with like units of the active army. This program is administered by the training section, and generally consists of mutual training coordination and support.

KEY PERSONNEL UPGRADE PROGRAM (KPUP) This program provides Missouri Army National Guard soldiers with additional training either alongside or in place of active army counterpart soldiers. Soldiers perform their duties as individuals or teams as participants in army exercises. This program provides excellent opportunities for individuals and teams to increase combat proficiency, learn to apply new tactical doctrine, and establish working relationships with active army units and soldiers.

Our units participate in domestic action projects on occasion when proper training criteria is met. Such projects provide Military Occupational Specialty training not always available to a unit, as well as assist local communities.

INDIVIDUAL TRAINING EVALUATION PROGRAM (ITEP) This program is a diagnostic training and evaluation program designed to improve individual soldier and unit readiness. It is

a continuous process, not just an annual evaluation. It consists of soldier training, proficiency evaluation, and training program modification to correct training weaknesses.

COMPETITIVE MARKSMANSHIP TRAINING the Missouri Competitive Marksmanship Program is organized into five disciplines, the State Composite Rifle team, the State Composite Pistol Team and the three Combat Teams, being Rifle, Pistol and Light Machine Gun.

Composite Rifle and Pistol Team members are primarily recruited through the Combat Competitive Program. Individuals selected are those who possess interest, ability and desire to participate.

Selection of Combat Teams to represent Missouri at higher level command matches are determined through state championships where all battalions are encouraged to participate. The first place team of these competitive activities will advance on to represent Missouri at the Winston P. Wilson Matches, Fifth Army Reserve Components Matches and ultimately the All Army Matches.

Individual units are depended upon to conduct and emphasize the importance of unit level training as well as competition. After having mastered the basics of shooting, the Small Arms Readiness Training Section (SARTS) selects individuals to participate in the advanced marksmanship training program. Individuals receive instruction from master shooters in a one-on-one environment, and then are entered in competition with other shooters who are at the expert level or above.

The repeated exposure of the individual to the pressure of a highly competitive environment is the main training vehicle incorporated to cultivate and stimulate a skillful shooter. The shooter is then expected to impart his expert skills at his unit level thereby perpetuating the training cycle and ensuring that the unit has a highly developed vital resource.

TRAINING AMMUNITION MANAGEMENT
Training ammunition is a relatively scarce

commodity nationwide requiring authorized ammunition assets to be effectively managed by the training section through the Training Ammunition Management Information System (TAMIS) for use by the National Guard. This management consists of developing, reviewing and validating unit statement of requirements for a specific training year; receiving yearly authorized quantities and subauthorizing to major subordinate commands; processing and validating unit level ammunition forecasts for accuracy and entering data in a timely manner; tracking expenditures against subauthorizations and taking appropriate actions to increase or reduce subauthorization necessitated by changes in training, missions, priorities, training sites and times. TAMIS enables managers at all levels to identify and prioritize critical training ammunition resources in addition to reducing or eliminating unnecessary expenditures.

MILITARY EDUCATION FACILITY A state Officer Candidate School (OCS) was instituted in 1962 and has provided the majority of new lieutenants for the Army National Guard of the state. Since inception, the OCS has graduated approximately 880 Second Lieutenants. The Missouri Army National Guard OCS program parallels that conducted by the Active Army, requiring strict discipline, academic proficiency, and leadership development.

The Military Education Facility conducts courses in the Noncommissioned Officers Education System (NCOES) for enlisted personnel of the MOARNG. The courses include a Phase I and II Advanced NCO Course for soldiers in the grade of E7, Phase I and II Basic NCO Course for soldiers in the grade of SSG (E6) and Primary

Leadership Development Course (PLDC) for SGT (E5) and SPC (E4). The NCO Schools Program of Instruction (POI) is prescribed by the U.S. Army Sergeants Major Academy (USASMA).

The Military Education Facility is the proponent for individual training as well as other leadership-oriented courses, to include a Company Level Pre Command Course for officers who will serve in company command positions and non prior service soldiers in preparation of basic training.

REGIONAL TRAINING SITE- MAINTENANCE (RTS-M) The RTS-M is a regional training site for all soldiers (National Guard, Army Reserve, and Active Component) requiring training in the maintenance field.

The mission of the RTS-M is to provide maintenance and logistic MOS Qualification, teach technical phases of Basic and Advanced NCO courses, conduct Additional Skill Identifier (ASI) courses, and perform transition and sustainment training for RC/AC soldiers.

The training site is equipment intensive because of the wide variety of courses taught. There are tanks (M1's and M60A3's), self propelled howitzers (M110's), Bradleys (M2 and M3), Armored Personnel Carriers, and much, much more. Additionally, inside the building are training simulators and panel trainers. All of this is brought together to give the soldier/student the very best technical training available today.

During FY 95 the training site conducted 45 courses, and trained 865 soldiers. The RTS-M has been evaluated and is officially accredited from the Training and Doctrine Command as a certified school by the Department of the Army.

MISSOURI AVIATION CLASSIFICATION AND REPAIR ACTIVITY DEPOT

The Missouri Aviation Classification and Repair Activity Depot (MO-AVCRAD) located at the Springfield Regional Airport in Springfield, Missouri, has a multi-state aviation maintenance mission and maintains National Guard aircraft for a 14 state area. The facility employs 135 personnel and supports the states of Arkansas, Illinois, Indiana, Iowa, Kansas, Missouri, Michigan, Minnesota, Nebraska, North Dakota, Oklahoma, South Dakota, Texas, and Wisconsin. The MO-AVCRAD mission comprises General Support/AVIM maintenance and backup Direct Support/ AVUM plus limited Depot support maintenance for approximately 750 aircraft.

Additional project work includes configuration control for ARNG aircraft, weight and balance of

The Missouri AVCRAD plays a vital role in ARNG aviation maintenance. All employees are required to belong to either the 1107th AVCRAD or 1105th AVCRAD National Guard units for the purpose of mobilization.

Production accomplished at the MO-AVCRAD during Fiscal Year 1995 consisted

aircraft, maintenance by mobile teams, the repairables exchange program, and the aircraft intensively managed items program.

The MO-AVCRAD was established in September 1961 to ensure a mobilization ready unit, well-trained in aviation maintenance. The shop's work load was controlled by the active Army until 1971 when the National Guard assumed responsibility for general support aircraft maintenance. There are four AVCRAD units in the nation, located in Groton, CT; Fresno, CA; Gulfport, MS; and Springfield, MO. Together the four AVCRADS have the responsibility for the entire ARNG general support/limited Depot aircraft maintenance for the nation's fleet of National Guard aircraft.

of 40 aircraft repaired, 4685 components repaired, and 52 repair missions accomplished by mobile maintenance teams.

The MO-AVCRAD also operates an Engine Test Stand which has been operational since 1976. During FY 95, 48 aircraft turbine engines were tested on the stand.

DIRECTOR OF INFORMATION MANAGEMENT (NGMO-IM)

Serves as the principal advisor to the Adjutant General and the Chief of Staff on Automation, Communication, Visual Information, Publications/Printing, and Records Management issues as described in AR 25-1. Has overall staff responsibility for the management of information systems and services. Represents the Adjutant General in all matters pertaining to information management's activities to include but not limited to conferences with other states, NGB, equipment and software manufacturers, and other federal organizations, etc.

INFORMATION SYSTEM BRANCH
(NGMO-IMI) is responsible for coordinating all the ARNG automation programs for administrative systems within the state. Stays informed on the location and usage of automated tactical systems entering to evaluate their actual or potential effectiveness in achieving their objectives.

The branch offers a full range of computer courses from the Military Education Facility located at the Missouri National Guard Ike Skelton Training Site.

COMMUNICATIONS SYSTEMS BRANCH
(NGMO-IMC) is responsible for coordinating all the ARNG telecommunications within the state. Conducts requirement studies to support telecommunications for new facilities. Identifies actual and potential problem areas, trend significant accomplishments and deficient situations, area of imbalance, or other factors in telecommunications support and services. Recommends changes in telecommunications to support the objectives, operations, inter-related disciplines, and overall utilization of manpower, money, space, and equipment.

ADMINISTRATIVE SERVICES BRANCH
(NGMO-IMA) provides administrative polices, procedures and services to the total Missouri National Guard in the following areas: publication, records management, correspondence, mail/distribution, Freedom of Information Act, Privacy Act, printing/ duplication, micrographics and copiers.

VISUAL INFORMATION BRANCH
(NGMO-IMV) Visual Information plans, coordinates, and implements through consultation, design development, procurement, production, and/or reproduction of VI products and services. Supports functional areas with VI products and equipment in still photography (photo-chemical or digital still video), manual and computer-generated graphics, presentation services (conference rooms and classrooms), equipment and product loan, video (reproduction, production, post-production and duplication), audio (production and duplication), video teleconferencing, closed circuit television, and master antenna and cable television. Coordinates with various outside agencies regarding VI policies and projects.

ENLISTED MILITARY PERSONNEL ADVISER

The individual serves as the Senior Enlisted Adviser for the MOARNG to the Adjutant General. He is commonly known as the State Command Sergeant Major (CSM). The state CSM is responsible to the Adjutant General and his staff in a variety of matters pertaining to policies and actions for enlisted personnel. He also performs a variety of duties necessary for efficient operations and the achievement and maintenance of readiness of MOARNG personnel.

DIRECTOR OF LOGISTICS

Principal advisor to the Adjutant General and Chief of Staff on matters pertaining to logistical and transportation operations to the Missouri Army National Guard.

The Division is composed of the following:

a. Supply and Services Section
(NGMO-DLS).

(1) Provides command guidance for compliance with supply policies and directives.

(2) Provides guidance and assistance

on material management, supply, budget input, property accountability, excess, property accounting, distribution of equipment bulk, petroleum management and inventories.

(3) Coordinates actions with the approving authority/TAG and other staff officers (i.e., United States Property and Fiscal Office, Judge Advocate, etc.) for the administrative processing of Reports of Survey for accurate property accountability.

(4) Reviews and evaluates the Command Supply Discipline Program of Senior Commands.

(5) Monitors, plans, organizes and directs the Command Logistics Program through commanders and full time supply personnel to ensure that unit requirements are identified, requisitioned, funded, issued, and logistically supported.

(6) Oversees and coordinates procurement, storage of rations and food service equipment, preparation of menus, menu boards, food service records, maintenance of food service equipment, cash meal payment books and the State Food Management Assistance Team and mess personnel training requirements.

b. Defense Movement Coordination Branch (NGMO-DLM)

(1) Provides command guidance for planning and execution of unit movements, management of military convoys, during peacetime, mobilization, and special exercises.

(2) Coordinates with the State Department of Transportation for highway availability, restrictions, and permit requirements.

(3) Organizes and supervises the operations of the STARC State Movement Control Center upon mobilization or State Emergency Duty.

(4) Instructs and assists Unit Movement Officers in the requirements for mobilization, unit convoy movements, Automated Unit Equipment List, and policies set by DOD.

(5) Reviews and assists units in remote exercises in preparation for mobilization or special exercises.

FACILITIES MANAGEMENT OFFICE

The Facilities Management Office serves as the principal adviser to the Adjutant General and the Chief of Staff on matters pertaining to acquisition, construction, operation, and maintenance of facilities for the Missouri National Guard.

Sixty-seven Missouri communities utilize more than 500 facilities to include armories, air-craft hangars, maintenance shops, vehicle storage structures, warehouses, and other special purpose buildings constructed and operated through joint federal and state ventures. Five major training sites are located throughout the State. They include Ike Skelton Training Site, the Camp Clark/Camp Crowder Training Site, Wappapello Training Site, and the Macon Training Site.

Jefferson Barracks, home of four Air National Guard units and one Army National Guard unit, is located in southeast St. Louis county overlooking the Mississippi River. The "Barracks" includes 46 buildings and structures located on 135 acres of land. The entire complex is state property, leased to the federal government and licensed back to the state for use by the Missouri Army and Air

National Guard.

Two major construction projects were awarded and are to be completed in the summer of 1996. They include an armory at Columbia and Poplar Bluff. Two additional major construction projects were funded and construction started in the fall of 1995. They include a new armory at Fort Leonard Wood and a new armory at Whiteman Air Force Base. These armories should be completed in the fall of 1996.

In FY 95, the Missouri National Guard received \$1,086,985 of General Revenue funds for maintenance and repair and \$157,000 for construction related projects for our National Guard facilities.

Also in FY 95, we received \$1,000,000 of federal funds in the Real Property Operational Maintenance and Repair Program in support of federally authorized facilities, personnel and services.

FINANCIAL MANAGEMENT OFFICE (STATE)

Responsible for overall administration and policy for the Office of the Adjutant General's state operational appropriations. This office provides a wide variety of state support activities to include operational budget development, state employee personnel management, voucher processing, legislative analysis, state property accountability, grant program administration, and state active duty financial, personnel and procurement actions. Monitors state support operations of the Office of

Principle state program support functions assumed by the Financial Management Office include analysis, preparation, and review of the office's annual state operational budget; the preparation of staff studies; conferring with division chiefs regarding state issues and administrative procedures; maintenance of state employee personnel management system to include payroll administration, employee assistance program, employee recruitment; and the procurement of supplies, services, and equipment necessary to operate and maintain facilities and operational programs of the Missouri National Guard.

The Financial Management Office (State) is also responsible for logistical support and for the

the Adjutant General to ensure compliance with state administrative policies, financial procedures, and audit requirements. Acts as liaison for the Office of the Adjutant General for state operational matters with the Department of Public Safety and the Office of Administration. Serves as state Grants Administrator coordinating Army and Air federal/state cooperative agreement issues with program managers.

pay of personnel ordered to perform State Active Duty. Prepares state military division Stafford Public Assistance Act reimbursement requests for submission to the federal government related to expenditures of the National Guard while performing State Emergency Duty.

State operational appropriations for the Adjutant General's Office in FY 94 supported six separate programs: Administration, Field Support, Contract Services, Air Search and Rescue, Armory Revolving Fund, and the Governor's National Guard Emergency account. The following financial summary details FY 94 state operational program appropriations and expenditures.

FY 95 STATE APPROPRIATION AND OPERATIONAL EXPENDITURE SUMMARY

	<u>APPROP (1)</u>	<u>FUNDING WITHHELD</u>	<u>EXPENDITURE</u>
ADMINISTRATION			
Personal Service	\$1,250,832	\$62,620	\$1,141,003
Expense & Equipment	397,537	-0-	397,355
FIELD SUPPORT			
Personal Service	693,224	34,397	635,618
Expense & Equipment	438,958	-0-	438,743
Fuel & Utilities (Line Item)	1,223,483	36,704	941,778
Maint. & Repair (Fed.)	600,000	-0-	21,232
Maint. & Repair	<u>86,384</u>	<u>-0-</u>	<u>86,384</u>
AIR SEARCH & RESCUE			
Expense & Equipment	6,382	191	6,191
CONTRACT SERVICES (2)			
Personal Service (Fed)	5,274,557	-0-	3,676,611
Personal Service	416,898	12,507	382,621
Expense & Equip. (Fed)	2,500,000	-0-	2,292,478
Expense & Equip.	453,299	-0-	453,299
Reimbursement Acct. (Fed)	200,000	-0-	135,607
AG REVOLVING FUND (Other)	25,000	-0-	-0-
TRAINING SITE REV. FUND	250,000	-0-	80,083
STATE EMERGENCY DUTY			
State Support Payment (3)	<u>4,964</u>	<u>-0-</u>	<u>4,127</u>
TOTAL	<u>\$13,821,518</u>	<u>\$146,419</u>	<u>\$10,693,130</u>
Subtotal GR	\$ 4,971,961	\$146,419	\$ 4,487,119
Subtotal Fed	8,574,557	-0-	6,125,928
Subtotal Other	275,000	-0-	80,083

(1) Appropriations listed are state general revenue unless noted.

(2) The Contract Service federal funding appropriation amounts listed reflect the state appropriation (spending authority) for the program. Figures do not reflect the actual amount of federal FY 95 funding available for state expenditures.

(3) The Governor's National Guard Emergency appropriation is controlled by the Office of the Chief Executive. Funds are released solely to support National Guard State Emergency Duty missions in amounts necessary to support emergency activities. State payments for flood duty made in FY 94 were eligible for 90% federal reimbursement under provisions of the Stafford Public Assistance Act Program.

HUMAN RESOURCES OFFICE

This office provides central personnel administration and management services for all Missouri Army National Guard (MOARNG) and Missouri Air National Guard (MOANG) full-time support personnel.

Technician personnel are employed under the provisions of Title 32, Section 709, United States Code, and Active Guard Reserve (AGR) personnel are employed under Title 32, Section 502f, United States Code. There are several types of AGR personnel: AGR-FTM (additive unit support positions), Readiness Support, and Full-time Recruiting and/or Retention Force (FTRF).

Full-time support personnel (FTSP) authorized are as follows:

	MOARNG	MOANG
Technicians	494	535 = 1029
Active Guard/Reserve	470	194 = 664
TOTAL	964	729 = 1693

The Human Resources Office (HRO) is composed of five major branches: the Technician Personnel Management Branch, the Active Guard/Reserve (AGR) Management Branch, State Equal Employment Opportunity Branch, Labor Management Branch, and Data Management Branch. The Technician Personnel Management Branch is further divided into three sections. Responsibilities for each branch and subsequent sections are as follows:

1. TECHNICIAN PERSONNEL MANAGEMENT BRANCH This branch provides technical and administrative support in the personnel arena for assigned federal technicians

(military and civilian) for both the Army and Air National Guard of Missouri. It provides The Adjutant General, his staff, managers, supervisors, and the HRO with technical assistance in areas of FTSP administration to include funding and manpower allocations; developing and administering technician personnel policies and programs; and administering legal, regulatory, and procedural controls affecting technicians. The Technician Personnel Branch is composed of three sections which are as follows:

a. **POSITION CLASSIFICATION/ POSITION MANAGEMENT.** The position classification/management section provides advice and technical assistance for technician and AGR managers/supervisors and employees in the following areas:

- Accuracy and appropriateness of position descriptions.
- Appropriate classification of positions within the organization.
- Classification appeals.
- Management of personnel resources.
- Management of positions within Personnel Data System - Civilian (PDS-C).
- Maintaining current status of all personnel actions requested, and verifying requests to fill against ceiling report.
- Maintaining/monitoring and publishing monthly strength (ceiling) report, including changes from cross-leveling, attrition, new authorizations, etc.
- Reviewing and posting changes to Army and Air support personnel manning documents (SPMDs) as necessary.

- Environmental differential pay (EDP) and hazardous duty pay (HDP).

- Preparing for and participating in federal wage system (FWS) wage surveys as necessary.

The following was accomplished for FY 95:

- Classification authority was raised to GS-15 by NGB-HR.

- Eleven position description releases were made by NGB-HR. The most significant was the reorganization of the ANG Aircraft Generation Squadron. This release reorganized the logistics functions of the 131st FW and the 139th AW.

- There were 12 on-site desk audits.

- There were no classification appeals.

- Assistance was provided with position management for the ANG Aircraft Generation Squadron, 131st Civil Engineer Squadron inactivation, and the ARNG inactivation of two battalions and five companies.

- Nine exception position descriptions were implemented. The most significant was the AVCRAD supervisor, GS-14.

b. PERSONNEL STAFFING. The Personnel Staffing Section provides advice and technician assistance for both technicians and AGR managers/supervisors and employees in the following areas:

- Administration of the State Merit Placement Plan (i.e., advertising and filling technician/AGR positions, determining qualifications, certifying eligibles, etc.).

- Application evaluation.

- Military compatibility.

- Technician/AGR vacancy announcements.

- Retained grade/pay.

- Restoration after military service.

- Obligated positions.

- Priority placement.-

- Immigration Reform and Control Act.

- Selective Service registration as a

condition of federal employment.

- Determining sources of special hiring programs.

- Administering permanent change of station programs for technicians.

- Reduction in force.

- Special appointing authority for competitive hire.

- Merit promotion and placement plan.

- Conducting supervisory training.

- Selection/nomination boards.

- Student volunteer program.

- Reviewing unliquidated obligation printout from Property and Fiscal Office (PFO) and making adjustments as necessary to de-obligate funds (PCS).

- Providing HRO with necessary information and documentation for Program Budget Advisory Committee (PBAC) meetings, accounting for excesses and/or shortages and projected status of accounts (PCS).

- Monitoring/maintaining technician permanent change of station (PCS)/travel fund accounts documentation and obligating funds.

All goals established for FY 95 were accomplished.

- Completed a draft MOTPR 335, Merit Placement Plan.

- Processed, computed, and obligated funds for 19 permanent change of station (PCS) moves.

- For FY 95, the Staffing Section advertised a total of 271 technician/AGR positions. Technician (Army) 180
Technician/AGR (Army) 22
Technician (Air) 69

c. EMPLOYEE RELATIONS. Maintains central library of publications relating to technician personnel administration; processes personnel actions for all technicians; and initiates actions on step increases, promotions, reassignments, retirements, and other actions occurring during the

employee's career. Advises employees and supervisors of employee benefits such as insurance, leave, retirement, death, and disability. Establishes and maintains employee performance files, official personnel folders, and employee medical files for each technician. Responsible for the performance appraisal, incentive award, voluntary leave transfer, and workers' compensation programs. Provides advice and technical assistance in the following areas:

- Thrift savings plan.
- Disciplinary and adverse actions (other than "for cause").
- Night differential pay.
- Performance and incentive awards.
- Suggestions.
- Retirement/separation.
- Deposits and redeposits for creditable service.
- Retirees/survivors concerning benefits and death claims.

The following was accomplished during FY 95:

- Provided employee relations benefit and services information to new employees during 23 new employee orientations.
- Processed approximately 3698 technician personnel actions requiring an SF 50.
- Processed approximately 112 technician personnel actions not requiring an SF 50.
- Processed retirements, including preparation of forms and documents required and one-on-one counseling with each retiree and spouse. ARNG 3
ANG 10
- Processed three death in service claims. ARNG 2
ANG 1
- Assisted 52 former employees, now retired, concerning benefits and death claims.
- Assisted six widows applying for spouse retirement benefits.

- Processed 29 Office of Workman's Compensation Program (OWCP) claims.

Injuries by type:

Back injury	5
Hand injury	6
Leg injury	1
Foot injury	1
Eye injury	3
Head injury	2
Neck injury	1
Shoulder injury	3
Ear injury	1
Groin injuries	1
Wrist injury	1
Elbow injury	1
Tail bone injury	1
Knee injury	1
Chest injury	1

NOTE: Total cost for FY 95 --

Army	\$240,286.67
Air	\$ 78,692.54

- Provided education training during one supervisory training course. Topics included performance standards/appraisals, supervisor record keeping, Workman's Compensation, performance based personnel actions, voluntary and nondisciplinary actions, awards program, leave, and pay for technicians.

- Conducted two Thrift Savings Plan Open Seasons. Approximately 219 TSP-1 Election Forms were processed. Open season materials were mailed to all eligible employees, whether Civil Service Retirement System (CSRS) or Federal Employees Retirement System (FERS).

- Conducted two annual Federal Employees Health Benefits Open Seasons. Processed approximately 226 health forms.

Held an FEHB Health Day with five insurance representatives participating.

- Processed incentive awards as follows:

- 122 Sustained Superior Performance (SSP)
- 23 Quality Step Increases (QSI)
- 8 Suggestions
- 469 Time Off Awards
- 44 Special Act Awards or Service Awards

- Provided pre-1969 technician information to 25 former employees who can receive credit for this service under Public Law 101-530.

- Provided statements to courts and attorneys of approximately 10 divorce cases.

2. ACTIVE GUARD/RESERVE (AGR) MANAGEMENT BRANCH The AGR Branch provides personnel management and administration services for Army and Air AGR soldiers that support military operations in the areas of training, supply, administration, maintenance, recruiting/retention, and mobilization/deployment planning. AGR soldiers serve on federal active duty under Section 502(f), Title 32, United States Code (U.S.C.) and are under the control of the Governor. They are in a career program governed by Army and Air Force regulations and supplemented by National Guard Bureau regulations.

Statewide, there are 650 AGR personnel, 459 Army and 191 Air.

Since 1991, the Army AGR force has been reduced by 14 percent due to the Army "draw-down" of military forces. The losses have been achieved through attrition, "early-out" programs, and job fair programs.

Because of the loss of Army National Guard units in the last three years, other units have been restationed/restructured, requiring approximately 125 Army AGR soldiers to be reassigned. The Air National Guard AGR program has not experienced any losses during this draw-down period.

3. STATE EQUAL EMPLOYMENT OPPORTUNITY BRANCH Is responsible for all Equal Employment Opportunity (EEO) programs. Provides advice to the Adjutant General, the Human Resources Officer, and managers on administering laws, policies, and regulations designed to overcome and prevent discrimination. This office provides equal opportunity guidance to employees and applicants to the Missouri National Guard. This office coordinates all military equal opportunity (EO) programs (Army and Air). The EEO Office manages the following equal employment and human relations programs and services:

- Affirmative employment programs.
- Monitoring affirmative hiring actions.
- Special emphasis programs.
- Technician discrimination complaints.
- Employee Assistance Program (EAP).
- Educating and training managers about EAP and EEO programs and their responsibilities.
- Educating and training employees about EAP and EEO programs and assistance.
- Training collateral duty EAP managers, EEO counselors, and special emphasis managers.
- Overall management of the military equal opportunity programs.
- Military discrimination complaints.
- FUTURES Program.
- Summer youth.

The Equal Employment Opportunity staff accomplished the following during the last year:

- Trained new supervisors on their responsibilities in the Employee Assistance Program, Equal Employment Opportunity, and affirmative hiring.

- Conducted prevention of sexual harassment training with all full-time personnel.
- Provided lesson plans and videos to Army and Air military units to conduct cultural diversity training.
- Coordinated the Camp Wonderland program for 130 disabled individuals, cosponsored with the Missouri Department of Mental Health.
- Sponsored two teenagers in conjunction with the Private Industry Council's Build a Summer Experience program. This program provides qualifying young people with summer work experiences.
- Revitalized the Federal Equal Opportunity Recruitment Program to identify qualified minorities interested in federal employment and place their names in a database. This program supports the Affirmative Employment Program.
- Participated in two process action teams that focused on improving the status of women and minorities in the Missouri National Guard and females and minorities in the full-time work force.

4. LABOR MANAGEMENT BRANCH

a. **LABOR MANAGEMENT RELATIONS.** The primary purpose of the Labor Management Relations Office is to provide comprehensive labor relations services within the state in the following areas: the labor relations statute, contract negotiations, contract administration, grievance procedures, and administrative hearings.

- The LRS advises and updates management officials on interpretation and congressional changes that affect the legal decisions of the Federal Labor Relations Authority. Must stay abreast of current case decisions.
- Functions in the area of contract

negotiations include consulting with all levels of management to develop agency positions for negotiations and providing advice on developing management proposals and strategies, as well as determining when union proposals may be nonnegotiable under federal laws.

- The area of contract administration entails advising management on the daily administration of the collective bargaining agreement, interpreting the intent of the contractual language, attempting to resolve problems that arise over application of contract provisions, being aware of what is grievable and what is not, and meeting with union representatives during the life of the contract to negotiate the impact of new programs and policies.

- Responsibilities under the different administrative hearing processes involve developing and representing the state's position in proceedings such as unfair labor practice charges, complaints, grievance proceedings, and arbitration. The Association of Civilian Technicians (ACT) is the exclusive representative for technicians in the bargaining unit, with two locals for the Air National Guard and one local covering Army National Guard technicians throughout the state.

b. **DISCIPLINE AND ADVERSE ACTIONS.** As an amendment to the Labor Relations position description, the responsibility for administering the State's Discipline and Adverse Actions Program (SDAAP) has been added. The purpose for the SDAAP is to assure that discipline is distributed in a fair and equitable manner, the appropriate penalty is selected for the offense, and that employees are provided due process in accordance with applicable laws and regulations. This is necessary to assure that the action taken is not overturned by a grievance or appeal.

- This entails close coordination with management and supervisory personnel in

processing disciplinary actions against National Guard employees, assuring that the appropriate procedures are used for the individual concerned (AGR or technician).

- Advise employees as to the appropriate procedures to utilize when challenging a management decision to discipline. Be familiar with the negotiated grievance procedures and the agency grievance procedures.

5. **DATA MANAGEMENT** Manages the overall Defense Personnel Data Systems - Civilian (DPDS-C) and other data bases for operations and provides technical systems control for computer systems including the Air National Guard Local Area Network (LAN). Assists the Human Resources Office staff in the following areas:

- Checks "flags," tapes, and sequence daily to ensure system is operational.
- Prints all products and checks for legibility and separates and distributes them to the proper section.
- Researches and resolves computer problems within Human Resources.
- Maintains daily transactions registers.
- Prepares DESIRES for Human Resources and other functional areas.
- Assesses the Human Resources computer training plan and conducts training accordingly.
- Researches new software programs and installs them on Human Resources computers.
- Maintains software library.

- Maintains Human Resources master computer listing and extracts data.
- Receives and accounts for computers and related systems.-
- Administers the ANG LAN.

The following requirements were accomplished during 1995:

- Loaded DPDS-C Systems Releases in November, February, and May.
- Acquired and installed 10 new systems giving all Human Resources personnel access to a 486 personal computer.
- Developed DESIRES and local tables; maintained a problem/solutions notebook, enabling Human Resources personnel to have access to information sharing; provided quality control; conducted research, and updated database.
- Installed a router on our LAN giving us the capability to pull our print products directly from Tinker AFB, OK, instead of having them routed through Lambert ANG Base.
- Conducted daily meetings to ensure accurate data input, recommended improvements in data input, and corrected discrepancies.
- Conducted monthly training/instruction on DCPDS-C system refinements/upgrades and problem/solution cross tell.
- Converted the Army technician payroll to the Defense Civilian Pay System (DCPS) at Pensacola, FL.

PUBLIC AFFAIRS OFFICE

The Public Affairs Office is a joint service office which advises and assists the Adjutant General and assigned Army and Air National Guard units in internal information, media relations, and community relations efforts. The office supervises production of the Missouri National Guard's monthly federally funded newspaper, the *Bear Facts*. It also coordinates activities of an 18 member Army Guard public affairs detachment and works with public affairs personnel assigned to Air National Guard units in the state.

MILITARY SUPPORT TO CIVIL AUTHORITIES

Principle advisor to the Adjutant General and the Chief of Staff on matters pertaining to operations in support of civil authorities; security matters including personnel, communications and physical security; planning for and coordination of operations including civil disturbance and natural disasters; develop and provide counterdrug enforcement support; develop and provide support for the Drug Demand Reduction Program; and the planning and conduct of the Alcohol Drug Abuse Prevention Control Program.

The division is composed of the following sections:

a. PLANS AND SECURITY SECTION (NGMO-MS)

(1) Prepares and maintains contingency plans for use of National Guard units for either federal or state service.

(2) Responsible for the development and issuance of plans relating to the supplemental support provided by all services of the military components within the state of Missouri (active and reserve).

(3) Coordinates with active and reserve Army, Navy, and Air Force commanders within the state on proposed changes to military support plans that are being considered.

(4) Initiates, develops, publishes, and reviews a statewide plan including military forces in support of civil authorities for specific courses of action in the event of an emergency.

(5) Assists state military units in the development of unit plans for military support of civil authorities. Inspects plans periodically to assure updating of data.

(6) Responsible for special or recurring reports pertaining to military support of civil authorities required by any outside headquarters.

(7) Maintains liaison with military, state, and local offices concerned with military

support of civil authorities programs of the state and as required, makes speeches before civic groups requesting such services.

(8) Conducts scheduled inspections of units, supplies and equipment to ascertain condition and/or state of readiness. Prepares studies and/or directives as to modifications, care, preservation, and use of supplies and equipment related to the civil defense mission.

(9) Coordinates the use of MONG units in conjunction with state agencies in emergency duty operations and supervises the operations of the MONG element of the State Emergency Operations Center during disaster operations.

(10) Formulates the emergency communications system for the ARNG. Coordinates as required, with state and local civil officials to ensure compatibility and interoperability of communications in support of emergency operations. Responsible for coordination of emergency communications with federal and state agencies as required in appropriate contingency plans and operations. Operates the Net Control Station of the primary MONG emergency radio net.

(11) Prepares state regulations on physical security (facilities, arms, and ammunition), and coordinates and conducts annual inspections of facilities to ensure compliance with appropriate regulations.

(12) Responsible for all matters associated with the Information Security Program and is the Security Manager and Classified Document Custodian for the Office of the Adjutant General.

(13) Responsible for Operations Security in the Office of the Adjutant General and administers the State Tactical Communications Program.

(14) Responsible for coordinating

State Defense Force matters.

(15) Is the point of contact for the Emergency Preparedness Liaison Officers to HQ STARC.

b. COUNTERDRUG OPERATIONS (NGMO-MSD)

(1) Develops, analyzes, and updates MONG drug enforcement support plans.

(2) Advises state and federal law enforcement agencies and DOD agencies concerning MONG resources and capabilities to successfully support drug enforcement operations.

(3) Coordinates the use of aircraft, vehicles, special equipment and personnel required for drug enforcement support.

(4) Responsible for coordinating the selection of and processing of personnel who participate in counterdrug support operations. This includes administrative support of personnel selected for counterdrug duty (i.e., pay, travel and per diem, and associated personnel actions).

(5) Responsible for tracking and assessing the mission to determine scope and impact on MONG resources and capabilities.

(6) Responsible for development and management of counterdrug annual funding program.

c. DRUG DEMAND REDUCTION PROGRAM (NGMO-MSD-D)

(1) Develops, analyzes, and updates Drug Demand Reduction support plans.

(2) Advises state and local agencies, and volunteer organizations concerning MONG

resources and capabilities to support Drug Demand Reduction support.

(3) Tracks expenditures and assesses the missions to determine the scope and impact on MONG resources.

(4) Coordinates with MONG and other state and local agencies for support in the Drug Demand Reduction effort.

d. ALCOHOL DRUG ABUSE PREVENTION CONTROL PROGRAM (NGMO-MSD-A)

(1) Trains Unit Alcohol Coordinators in conducting urinalysis collection. Train commanders on the administrative requirements of processing drug positive cases and provides education and prevention materials to unit members.

(2) Prepares drug status report of pending cases, board schedules and drug test quotas. Additionally, prepares the case file for drug positive cases.

(3) Responsible for overseeing the urinalysis testing throughout the state. Provides the legal staff the required documentation to conduct administrative separation boards.

(4) Coordinates all activities in the area of substance abuse to include education, prevention, training, rehabilitation, identification, referral, follow-up, and drug analysis collection.

(5) Serves as the liaison between NGB, state, and units on all related aspects of drug and alcohol abuse.

RESOURCE PROTECTION MANAGEMENT OFFICE

The Resource Protection Management Office encompasses the areas of Army and Air National Guard Environmental Protection, Army National Guard Occupational Health, and Army National Guard Safety.

Over 350 full-time personnel received training in basic awareness of environmental,

occupational health, and safety issues. This training will assist Missouri National Guard personnel in meeting requirements in these areas.

To further assist units and activities in meeting their responsibilities, all Missouri National Guard facilities received a comprehensive external environmental audit. This audit identified

environmental issues and concerns to be addressed or corrected at each site, as well as statewide issues. The audit will enable the Missouri National Guard to provide future training and assistance to insure compliance with environmental requirements.

As part of a continuing effort to reduce environmental, safety, and occupational health concerns, two major projects were initiated. One project involved removing most underground storage tanks in use in the Missouri Army National Guard. Many of the tanks were removed using Missouri National Guard troops, who received training to insure the tanks were removed safely. The Missouri National Guard received a "Minuteman" award from the National Guard Bureau in Washington, D.C., for the tank removal program. Another project initiated during this period is a pollution prevention and hazard minimization program. This program aims to reduce the amounts and hazards of materials used and disposed of in maintenance and other operations. This program makes the workplace

safer, and reduces disposal costs. The Missouri National Guards Aviation Classification Repair Activity Depot (AVCRAD), located at Springfield, was also awarded a "Minuteman" award for their outstanding pollution prevention and hazard minimization program.

To further the stewardship of the natural resources on Missouri National Guard lands, the process of developing formal Integrated Natural Resource Management Plans was begun. These plans will insure coordinated effort is made in managing our lands, improving efficiency and reducing costs. The plans will also assist in meeting environmental assessment requirements for National Guard projects and training. Also, stewardship of the land is being taught to our soldiers through projects such as erosion control and seeding projects.

The Resource Protection Management Office places a high priority on supporting units and activities to allow them to achieve their missions, while protecting human health and the environment.

SAFETY BRANCH

The Safety Branch is directed by the State Safety Officer and administers the state's Ground Safety Program for all activities of the Missouri Army National Guard units in order to reduce the number of personal injuries and property damage accidents, and to ensure that all members of the Missouri Army National Guard are provided with a safe and healthful environment to work and train. The Safety Branch works closely with Missouri Army National Guard units helping them maintain a pro-active safety program and remain in compliance with federal, state, and DOD regulations. All full-time support personnel of the Army National Guard are protected under the provisions of Public Law 91-596 (OSHA Act), Executive Order 12196, and 29 Code of Federal Regulations, Part 1960.

Work and training place safety inspections

were continued throughout the state, including the testing of indoor firing range for levels of lead contamination. New construction and renovation plans were reviewed for compliance with safety and fire protection codes.

Programs for Risk Assessment, Safe-Guard 95 (Annual Training Safety), and "Safety, Just Use It", were emphasized. The Office of the Adjutant General continues to recognize the SAFETY BELT USE campaign sponsored by the National Highway Traffic Safety Administration. The Missouri Army National Guard participated in other Safety Day events again this year and they were a great success. The Safety Branch participated in the Resource Protection Management Office Symposium which included Environmental, Safety and Health Displays.

During Fiscal Year 1995, there was a reduction in the total number of personal injury and motor vehicle accidents reported. The significant reduction was due to increased emphasis by The Adjutant General and staff on related safety matters. The National Guard continues to support the

Missouri State Highway Safety Programs.

The Missouri Army National Guard is proud in its efforts in maintaining an accident rate lower than the National Average.

SENIOR ARMY ADVISER

United States Army personnel are assigned as Advisers to the MOARNG under provisions of federal law.

The primary objective of the adviser effort is to promote the training effectiveness and mobilization readiness of the Army National Guard. The Adviser represents and acts as spokesman for the active Army for military matters that are of interest to the Missouri Army National Guard. The Adviser serves in a full-time capacity and is responsible for assisting and advising commanders and staffs of designated Army National Guard units. The Senior Army Adviser serves as military adviser to the Missouri Adjutant General and is the direct liaison between the Adjutant General and Commander, Fifth United States Army, Fort Sam Houston, Texas.

Adviser personnel are not granted the authority to direct military personnel or units within the National Guard. Their presence is intended primarily to enhance the unit's successful accomplishment of assigned missions. Unit commanders retain the responsibility for combat preparedness and the judicious management of their authorized personnel and material resources.

The staff of the Senior Army Adviser is two officers, seven noncommissioned officers, and one Department of the Army civilian.

STAFF JUDGE ADVOCATE

The Staff Judge Advocate provides full-time professional legal support to the Adjutant General, staff elements of both the Missouri Army and Air National Guard and commanders, as well as the United States Property and Fiscal Officer and his staff.

Significant duties and responsibilities include providing professional legal advice and opinions on issues arising from federal laws and regulations or concerning the federal mission of the National Guard; preparation of litigation reports, briefs, pleadings, and other papers associated with civil litigation involving federal interests and aspects of the National Guard; legal reviews of contracts, agreements, procurement actions, and other administrative determinations and proceedings for legal sufficiency. The Staff Judge Advocate's office has primary responsibility for all claims matters against and in favor of the Government.

STATE ARMY AVIATION OFFICE

GENERAL Army Aviation within the Missouri Army National Guard utilizes the basic concept of centralized control and decentralized operations. In consonance with this concept, aviation assets are consolidated for the conduct of training, operations, and maintenance.

ORGANIZATION The Missouri Army National Guard Aviation Program is dedicated to improving the professional qualifications of individual crew members and operational readiness of the various aviation units throughout the state. Continued and constant emphasis on aviation safety has resulted in a zero accident rate for the past several years.

FUNCTIONS The State Army Aviation Officer's responsibilities include:

1. Supervision of two Army Aviation Support Facilities (AASF) and one Army Aviation Flight Activity (AAFA).

2. Staff coordination with the National Guard Bureau and other state/federal agencies in all matters pertaining to aviation operation, training, maintenance, and safety.

3. Coordination of joint use of Army aviation assets by the various Army National Guard units in the state.

4. Preparation and coordination of operating budgets required to support the Army Aviation Program.

5. Ensuring that Army National Guard aircraft are used exclusively for official purposes.

OPERATIONS Army aviation units are supported on a full-time basis by two Army Aviation Support Facilities and one Army Aviation Flight Activity. These installations are named and located as follows:

1. Jefferson City Army Aviation Support Facility - Jefferson City Memorial Airport.

2. Whiteman Army Aviation Support Facility - Whiteman AFB.

3. Springfield Army Aviation Flight Activity - Springfield Regional Airport.

These organizations provide centralized control and direction of aviation assets. They provide day-to-day maintenance on aircraft and allied equipment consistent with authorizations established by Department of the Army and National Guard Bureau. They also provide instruction and evaluation services to all aircrews and aviation maintenance personnel in the state. The instruction includes all phases of training for day, night, adverse weather, tactics, and special mission tasks. Evaluations are conducted regularly to assure the quality of instruction meets Army standards and to advise the appropriate commanders of their aircrews abilities. Manning requirements for FY 1995 remained the same as reported in the FY 1994 report. The current manning criteria requires 101 full-time federal technicians, but funding support and manpower constraints authorize only 69 personnel or 68% of the required force. AGR manning criteria requires 22 full-time positions, but only 18 personnel are authorized or 82% of the required AGR force. Combined totals of full-time technicians and AGR personnel are 123 required with 87 authorized or 71% of the required force.

In addition to the maintenance and training missions, these organizations perform support missions for the Adjutant General, other units in the state and nation, and state emergency duty at the call of the Governor.

STATUS OF FACILITIES Within recent years, an expanded building program has resulted in Missouri Army National Guard aviation facilities which are among the best in the nation. The construction costs of these facilities are provided from federal funds, with design and construction supervision provided by the State of Missouri.

- a. Whiteman AFB AASF is the only Missouri Army National Guard installation

located on an active military base. The facility was completed in January 1978 at a cost of \$1.2 million. This AASF supports 1st Bn 135th Avn, an attack helicopter battalion, which is located in nearby Warrensburg.

b. Springfield AAFA is co-located with the Missouri Aviation Classification Repair Activity Depot (AVCRAD) at Springfield Regional Airport. This model aviation facility was completed in February 1981 at a cost of \$4.2 million and is recognized as the most modern and functional in the United States. Support units include: 1107th AVCRAD, HHD 3d Bn/135th Avn, Co G/135th Avn, and 1105th AVCRAD.

c. Jefferson City AASF is located in a modern \$1.8 million building on Jefferson City

Memorial Airport. This facility was completed and occupied in November 1982. It is located on property donated by the City of Jefferson and is situated on a site that has been filled and elevated above the 100 year flood plain. Supported units at this facility include: HQ STARC; 35th AVN Bde, 1267th Medical Company; 455th and 457th Aviation Detachments (CECATS), Detachment 40 Operations Support Airlift Command (OSAC), and Reconnaissance and Interdiction Detachment (RAID).

AIRCRAFT ASSETS The current aircraft fleet consists of 52 turbine powered helicopters and three twin engine, turbo prop airplanes, which are stationed as follows:

	UH-1	OH-58	AH-1	C-12	C-23
Whiteman AFB	4	13	18		
Springfield	4	0	0		2
Jefferson City	11	2	0	1	
TOTAL	19	15	18	1	2

AVIATION TRAINING Missouri Army National Guard aircrews must meet the same training requirements as their active Army counterparts. Some of the requirements included qualification of aviators, IP's, and maintenance personnel in the AH-1 Cobra and AH-64 aircraft and weapons systems, as well as UH-60 Blackhawk and CH-47D. Training was also conducted in night vision goggles and aircrew training in high altitude, mountainous terrain. To enable us to accomplish the training requirements, National Guard Bureau allocates an annual flying hour program. No state funds are allocated or expended to support this program.

ANNUAL FLYING HOUR PROGRAM As stated, Missouri Army National Guard aviators must meet the same training requirements as their active Army counterparts. To accomplish the required training, National Guard Bureau allocates an annual flying hour program to each state, based on the number of aircraft and aviators assigned. Programmed flying time for Fiscal Year 1995 (1 Oct 94 - 30 Sep 95) was 9,398 hours. Of that total 1,272 hours were used to support the counter narcotics operations in Missouri. Flying hours were completed by 30 September 1995.

STATE MAINTENANCE OFFICE

Unit, direct support and general support maintenance is performed on all surface equipment issued to the MOARNG at 16 facilities. There are 164 full-time Civil Service technicians on board to man these facilities.

Included in these facilities are 14 Organizational Maintenance Shops (OMS), 1 Unit Training Equipment Site (UTES), and 1 Combined Support Maintenance Shop (CSMS):

OMS #1	Raytown
OMS #2	Festus
OMS #3	Cape Girardeau
OMS #4	Poplar Bluff
OMS #5	Rolla
OMS #6	St. Joseph
OMS #7	Marshall
OMS #8	Mexico
OMS #9	Jefferson City
OMS #10	Jefferson Barracks
OMS #11	Springfield
OMS #12	Harrisonville
OMS #13	Neosho
OMS #14	Trenton
Unit Training Equipment Site	Nevada
Combined Support Maintenance Shop	Jefferson City

The OMSs provide backup unit maintenance beyond the capability of using units. They maintain units' combat load of repair parts. They also serve as concentration points for equipment to be sent to higher category maintenance facilities. These shops have 101 technicians on board. The CSMS performs direct and general support maintenance that is beyond the capability of using units and Organizational Maintenance Shops. This shop has 63 technicians on board.

COMBINED SUPPORT MAINTENANCE SHOP The Combined Support Maintenance Shop (CSMS) performs the highest level of maintenance tasks on Missouri Army National Guard surface equipment. The facility's highly trained technicians have the required tools and test equipment to

perform Direct Support (DS) and limited General Support Maintenance. Equipment beyond CSMS capability must be sent to a depot activity for repair. Specific missions of the CSMS include:

1. Repair and return to using units/Organizational Maintenance Shops or the supply system, all items of ordnance, engineer, signal, chemical, quartermaster and transportation equipment which require support maintenance.
2. Provide calibration service for 7,614 test, measurement and diagnostic items of equipment.
3. Provide technical assistance and instructional teams to units.

During FY 95 the CSMS performed a total of 3,933 maintenance jobs on various types of

equipment. Each separate job received a thorough inspection to determine the scope of repairs and parts required. During the repair process inspectors frequently checked the quality of repairs being performed. Prior to items of equipment leaving the shop the items passed a final inspection which encompassed a functional test.

Special events during FY 95 in the maintenance area:

1. During FY-95 the average reportable

equipment operational readiness rate for the MOARNG was 95%.

2. The Surface Maintenance Managers Office (SMMO) expended \$32,723 on travel to repair equipment throughout the State. The SMMO also manages approximately a 5.4 million dollar repair parts budget, expended \$49,055 on maintenance training, and \$594,082 on leasing of GSA vehicles.

THE UNITED STATES PROPERTY AND FISCAL OFFICE

The United States Property and Fiscal Office (USPFO) for Missouri, located at Jefferson City, Missouri, is the principal fiscal and logistical agency of the Missouri National Guard. This activity is charged with the management of, and accountability for, all federal funds and property of the United States provided the Missouri National Guard. This office currently administers an Army National Guard operational budget of over \$125 million, maintains an ARNG equipment inventory valued in excess of \$520 million, and an Air National Guard operational budget of over \$60 million.

Management of the Army resources is accomplished through five operating entities: Logistics, Resource Management, Analysis and Internal Review, Purchasing and Contracting, and the Data Processing Installation. Management of Air National Guard is accomplished by an Assistant USPFO at each Air Base.

Employees of the USPFO are federal technicians or active duty personnel authorized to advise and assist the Adjutant General in the execution of approved plans, policies, and programs; provide day-to-day logistical and fiscal support for all ARNG units and organizations; prepare appropriate fiscal support for all ARNG units and organizations; prepare appropriate portions of state-level plans for the operational

employment of ARNG units in the event of state or local emergencies and for federal mobilization.

The federal technicians employed in the USPFO Office are allocated to the state by the Chief, National Guard Bureau. The current work force includes over 70 technicians.

The Purchasing and Contracting Division provides contracting support to both the Army and Air National Guard in accordance with federal acquisition laws and regulations. Emphasis is placed on competitive acquisition and timely procurement.

The Resource Management Division has placed emphasis on the controls and procedures to pay all troops in a timely manner. This includes inactive duty training and annual training pay. Payment for short tours of duty is processed within three days of completion of duty. Added emphasis has also been placed on bonus, incapacitation pay, and timely payment to vendors for commercial contracts.

The Analysis and Internal Review Operations has transitioned from an examination function to an internal audit function. This program continues to be enhanced through professional auditor training. Efforts to fill vacancies with qualified auditors have been very successful. At this time three senior level audit positions are filled with qualified auditors. The annual audit program

places emphasis on evaluations of areas of management effectiveness, with a joint application to Army and Air National Guard activities. The Analysis and Internal

Review Division serves as a focal point for outside agencies such as Department of Defense Audit Services, U.S. General Accounting Office, as well as the Army Audit Agency, and the Department of the Army Inspector General.

Logistical support of the Army National Guard is aimed at ensuring that all units obtain the highest level of readiness possible. The current emphasis is on the distribution of equipment from the military structure build down. These actions support the USPFO'S goal to provide the individual soldier all he needs to perform his mission without action on his part.

The Data Processing Installation (DPI) continues maintaining records for the USPFO by computer and telecommunications processes as outlined in applicable regulations. DPI clients are provided cost-effective resources and timely service

for quality sustainment of the Missouri National Guard.

With increased top-level management interest in reducing paperwork and having timely information to make decisions, the DPI is analyzing and implementing local methods of eliminating paper, tape and diskette products. Terminal display of data and information is streamlining processing and enhancing security of "For Official Use Only" and privacy act knowledge. Services given weekly or monthly are distributed daily as a result of informal process action teams consisting of clients and DPI staff.

An ever increasing emphasis on readiness of the National Guard will provide numerous challenges affecting the organization and functions of the USPFO, the training of personnel will necessitate constant vigilance in the allocation of resources to effectively accomplish state and federal objectives.

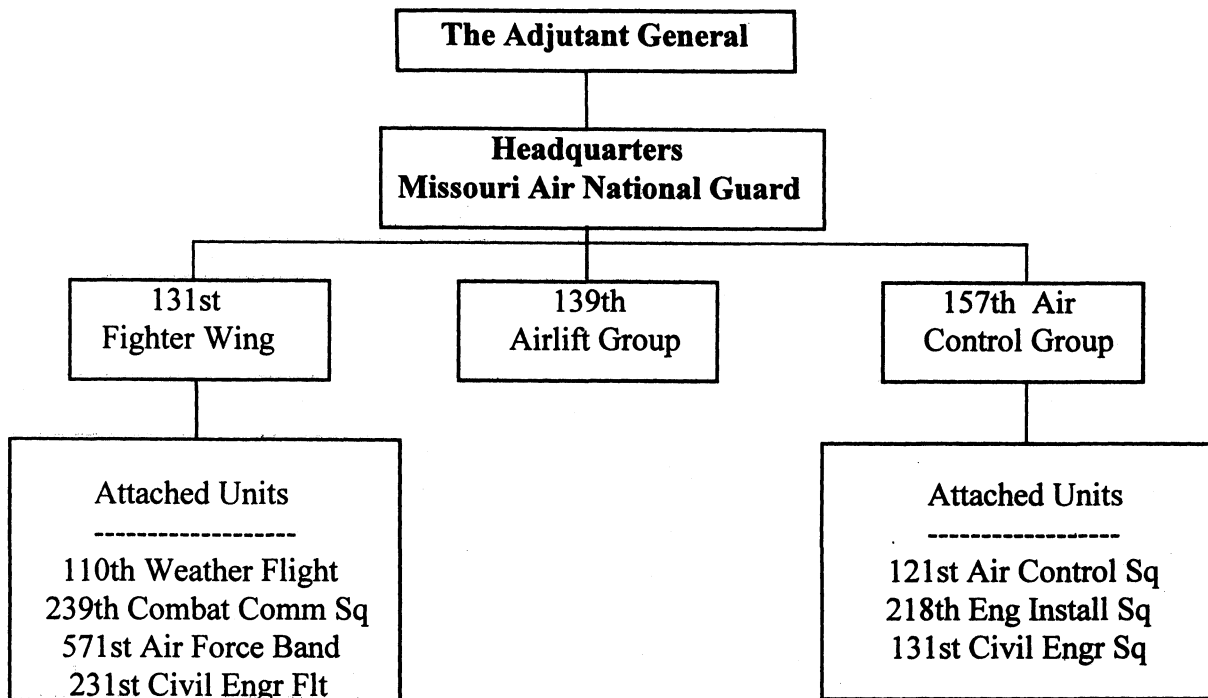
MISSOURI

AIR

NATIONAL GUARD



ORGANIZATIONAL CHART



Missouri has three Air National Guard Bases. Headquarters, 131st Fighter Wing and assigned units are located at Lambert Field in St. Louis. The 139th Airlift Group and assigned units are located at Rosecrans Memorial Airport in St. Joseph. Headquarters, 157th Air Control Group and attached units are at Jefferson Barracks in St. Louis, Missouri Air National Guard units provide personnel and equipment in support of three major Air Force Commands: Air Combat Command, the Air Force Material Command, and United States Air Forces Europe.

Headquarters, Missouri Air National Guard is located at Jefferson City, Missouri. The state headquarters commands, controls, and supervises Air National Guard (ANG) units within the state consisting of more than 2600 personnel in a fighter wing, an airlift group, an air control group, and four specialized squadrons or flights.

131ST FIGHTER WING/110TH FIGHTER SQUADRON As fiscal year 95 came to an end, the 131st FW was in the final stages of preparing for an Operational Readiness Inspection (ORI). This inspection would measure the unit's combat readiness and ultimately solidify the 131st FW's reputation for flying the F-15 eagle. Results of this inspection were critical in order for the 131st to be considered for combat duty in any future conflict. The significant event's of the FY include:

In October 1994, the 131st FW found itself deep in the complexities of a transition to a Multi-Stage Improvement Program (MSIP) F-15. This equipment change was significant, because it gave 131st pilots the advanced avionics and weapons capabilities similar to our Active Force counterparts. In order to upgrade 110 FS pilots and maintenance personnel to the MSIP aircraft,

the 131st deployed to Gulfport, MS and Savannah, GA for 1 week periods. These deployments were made in October and December 1994 and involved over 300 people.

Following these deployments, another trip was made to Savannah, GA from January 22 through February 11, 1995. This was the first opportunity the 131st had to train for the upcoming ORI. All aspects of conducting an ORI were practiced and evaluated. The result from this "practice ORI" highlighted areas which needed work, and the 131st diligently set about the task of improving.

A second chance to prepare for the ORI came in May when the unit deployed 580 personnel to Gulfport, MS for a one week exercise. During this time, the unit developed and implemented a completely new command and control system for tracking ops and maintenance assets. This system established a benchmark by simplifying the task of managing aircraft, weapons and personnel during wartime operations. The experience gained from this deployment set the stage for the unit to perform well in the upcoming ORI.

From May to September, the 131st continued to refine the procedures the wing expected to use during the ORI. Additionally, a unit-level plan was written detailing how the 131st would conduct operations in a war-time environment.

The wing's Operational Support Aircraft (OSA) personnel also contributed significantly to the unit's outstanding reputation. The unit was selected to upgrade the C-26B aircraft and acted as a testbed to determine the feasibility of using it as a platform for CONUS aeromedical evacuation purposes. Along with the 131st Medical Squadron, they flew several evacuation sorties during the nationally sponsored "Arch Angel" exercise. This exercise was planned and executed in a large part to the efforts of members of the 131st. The C-26 also flew several missions in

support of the states' and nations' war on drugs. Because of their participation in the counter-narcotic role, several successful cases have been completed by U.S. counter-drug agencies.

139TH AIRLIFT GROUP/180TH AIRLIFT SQUADRON The AG continues to participate in many worldwide operations while maintaining a high state of combat readiness. While much of FY 95 was spent in preparation for the unit's 8th Air Force upcoming Operational Readiness Inspection (ORI), the 139th Airlift Group participated in JCS directed exercises and conducted much deployed unit training. The following are some of the operations conducted by the 139th Airlift Group.

In November of 1994, the 139th Airlift Group received an Outstanding rating during a formal 8th Air Force Standardization/Evaluation Inspection. This inspection included the conduct of over 75 sorties and 100 flying hours by the 180th Airlift Squadron aircrew members.

In January/February 1995, the 139th Airlift Group deployed three (3) aircraft, four (4) tactical aircrews, and support personnel to Howard AFB, Panama for four weeks in support of Operation Phoenix Oak.

In March of 1995, the 139th Airlift Group conducted an Operational Readiness Exercise (ORE) which included a full unit deployment to the Air National Guard field training site at Gulfport, MS. During this exercise, aircrews flew approximately 75 hours while conducting simulated combat missions.

During fiscal year 95 the 139th AG flew approximately 3,460 hours of tactical airdrop, tactical airland and cargo/passenger airlift sorties. This was done while extending our 37 year safety record to more than 140,000 hours of accident-free flying.

AATTC The Air National Guard's Advanced Airlift Tactics Training Center (AATTC) scheduled 20 Advanced Airlift Tactics

Training Courses and 10 Practical Intelligence Courses (PIC). Eighty-four aircrews (504 people) and 120 intelligence officers and NCOs were graduated. This year the AATTC has added an Airlift Defensive System (ADS) Short Course. Three courses have been conducted with 94 people attending. A total of 718 people have received training at the AATTC.

The AATTC hosted the 15th Annual Tactics Symposium. The symposium was attended by 91 people plus representatives from eight DOD contract suppliers. Also, we hosted a Self-Contained Navigation System workshop for the purpose of improving aircrew situation awareness and making the system more user friendly. The manufacturer, Smith's Industries, sent representatives to the workshop.

The AATTC is developing a night vision course. We have a night vision laboratory in place and have been certified to teach the night vision ground course.

Construction began on a new building. It will include classrooms, night vision laboratory, and staff offices. It is scheduled to be completed in FY 96.

On class 95-14, the first ever aircrew from New Zealand attended the Advanced Airlift Tactics Training Course. During this year we learned the German Air Force does not consider their airlift aircrews combat qualified until they have attended the AATTC.

RECRUITING As of 30 September 1995, the Group was 95.6% manned in officers and 88.1% in airmen with an overall manning of 89.1%.

157TH AIR CONTROL GROUP (ACG) Air Operation Group (AOG) with a mission of performing Air Operations Center(AOC).

The 157th ACG has initiated a conversion to an Air Operations Center which will be available on a long range planning cycle to perform Stan/Evals, ORE/ORIs and to assist NGB in nominating units for training opportunities.

AOCs can assist ACC/IG in scheduling Battle Management Elements for ORI's and, provide the units with an inspection scenario in conjunction with conducting an ORE. These functions, as conducted in the past, would be conducted in a system environment, and in the future could be in a systems exercise environment. It will also provide the Air Force with capability to cover:

Contingencies Provide theater (Deny Flight CAOC) with selected or complete packages of personnel in any one or all of the Operational and Logistical functional areas. Funding would have to be provided by agency establishing the requirement.

Strong Resolve 95 (Feb - Mar) deployed CRE to Norway with 157th ACG augmentation in both Norway and United Kingdom. Provided personnel to work site survey and exercise support planning. This is a NATO exercise with 10 other nations participating with all branches of the services represented.

Roving Sands 95 (Mar - Apr) deployed 157th ACG augmentation to Fort Bliss, El Paso, Texas. Provided personnel to work initial planning conference, main planning conference, final planning conference/site survey and logistics planning conference. This is a Joint Chiefs of Staff coordinated, CINCUSACOM scheduled, and COMFORSCOM sponsored Joint Field Training Exercise. The exercise tested combined forces ability to form an Integrated Air Defense System and then stressed that system with Joint Composite Air Strikes and Simulated Theater Ballistic Missiles.

Global Yankee 95 (Jun) deployed 157th ACG augmentation to Fort Drum, New York to work with HQ 152nd Air Control Group in Air Operation Center and Logistic Readiness Center. This was a Joint Air National Guard Training Exercise with players from the Marines, Navy, Army, Canadian Air Forces, Northeast Air Defense Sector, AWACS and units from both the ground and air forces of the National Guard.

Annual Field Training 95 (Jul) Mobilized and completed deployment exercise; Convoyed equipment and airlifted personnel to Volk Field Wisconsin; completed ancillary training and air operation training; redeployed equipment and personnel.

Trailblazer 95 (Jul - Aug) Warrior Prep Center Einsiedlerhof, Germany near Ramstein AB Germany. Trailblazer was an exercise that included the 32 AOG and 17 AF. The USAFE configuration of an Air Operation Center included Combat Plans and Operations, Intelligence and Comm Focal Point. A Logistics Cell was embedded in the Combat Plans Section. Deployed 157th ACG to observe/augment.

Tactical Fighter Weaponry 95 (TFW-95) Hundborg Denmark, USAFE Tasking (Aug - Sep) Deployed Control and Reporting Element with 157th ACG augmentation in both Denmark and Germany. The 157th ACG provided personnel to work site survey and exercise support planning.

Blue Flag 95-4 (Sep) Hurlburt Field Florida. Eighth Air Force sponsored exercise which exercises the Air Operation Center that includes Logistics Readiness Center. There were basically three types of exercise participants in the Blue Flag Exercise: players, controllers and support. The 157th ACG provided observers and augmentees.

EXERCISES - Unified Endeavor (16-25 April) Barksdale AFB, LA. Eighth Air Force sponsored exercise. 608 COS exercised their AOC which included Logistic Readiness Center (A-4), SYSCOM (A-6), and Intel (A-2). 157th ACG personnel augmented A-3, A-4, and A-6.

Mighty Thunder (5-14 Aug) Barksdale AFB, LA. Eighth Air Force sponsored exercise. 608 COS exercised the AOC, A-1 to A-6. 157th ACG personnel augmented A-3 and A-6 AOC divisions.

System Training Exercise (95-3) Barksdale AFB, LA. Eighth Air Force Sponsored exercise. 608 COS exercised the AOC, A-1 through A-6. 157th ACG personnel augmented A-3 division at

the AOC.

STAN/EVAL AND OPERATIONAL READINESS EXERCISE (ORE) - Sentry Nordic 95. (ORE) (2-8 Apr) McGhee Tyson ANGB, Alcoa TN. The 157th ACG conducted an ORE for the 119th ACS. Eighth Air Force participated as the HHQ for the exercise and the Group provided the evaluators and observers.

Stan/Eval Inspection (2-4 Jun). McGhee Tyson ANGB, Alcoa TN. The 157th ACG conducted a STAN/EVAL for the 119th ACS. The Group provided 75% of the evaluators with 25% augmentation from active duty.

The **121ST AIR CONTROL SQUADRON** organized at Jefferson Barracks in 1976, provides radar control for numerous contingencies in peacetime and wartime. The peacetime mission of the 121st ACS includes controlling aircraft from five separate fighter squadrons on a daily bases. This unit also deploys equipment and personnel overseas/CONUS on Joint Exercises and also, on counterdrug deployments. The 121st ACS trains for it's wartime mission by annually participating in NATO exercise in Europe Highly mobile, the unit has the radar, radios, power equipment, and people required for continuous control of air defense, close air support, interdict, and airlift missions in any contingency.

Designed to be self-sustaining a deployed status for initial period of thirty days unit personnel provide security, supply, medical service, food service, and administrative service as well as the technical ability to operate and maintain the sophisticated equipment in use.

In 1995, the 121st ACS started its conversion into Modular Control Equipment (MCE), over 90% of the entire unit accomplished either formal or informal training on the new MCE equipment. This training was at formal schoolhouses and through mobile training teams in-garrison at Jefferson Barracks. The 121st deployed to Gulfport CRTC, Gulfport Miss. for a two week annual training period. The 121st ACS also supported real world contingencies; Deny

Flight and Support Sovereignty. Also provided was all air weapons control for the 131st FW during their two ORE's which resulted in an overall outstanding ORI. This has been a busy conversion year for the 121st ACS and we are looking forward to completing the conversion process in 1996, while supporting real world contingencies in Europe and Southwest Asia.

The **218TH ENGINEERING INSTALLATION SQUADRON** is an integral part of the Air Force Material Command's war fighting community. The unit's mission is to mobilize and deploy authorized resources and supporting assets to accomplish the engineering, installation, maintenance, reconstitution, and /or replacement of communication-computer systems, air traffic control and landing systems, and Meteorological/Navigational aids systems. This mission includes support of war and mobilization plans, and world contingency requirements. In addition, the 218th EIS possesses outstanding Local Area Network installation capability including fiber cable.

In an effort to continually update the training required to maintain their ability to survive and operate the 218th EIS participated in a field training exercise at Camp Shelby, MS. Unit personnel spent 2 days in classroom training and then 3 days of using that training in the field. This training will continue to be a part of this unit's yearly requirements.

The Engineering Cell of the 218th EIS pressed forward in their training by taking on the engineering of three major systems for the Air Force Civil Engineering community. These projects will provide the Civil Engineering units at three active duty bases a fully operational local area network system. Other tasks taken on by the Engineering Cell are, remote radio planning for the 121st ACS and the radar installation at St. Joseph, MO for the 139th AG.

In the installations area, the 218th along with two C-E units from Missouri and 4 other E&I units undertook a major local area network

installation at Aviano AB, Italy. This was a first ever large scale marriage of the C-E/E&I units and was able to complete a 26,000 hour project 3 years ahead of schedule with a cost saving of over 3 million dollars. Another first was the installation of an Instrument Landing System at Spangdahlem AB, Germany in which the 218th was the lead unit with 3 other Guard E&I units. Again the project was completed ahead of schedule and below estimated costs. Not a first, but as usual a success, the 218th installed a complete base cable plant infrastructure at Araxos AB, Greece.

These and other projects of this type are what keep the 218th at the top of the "unit to call when a job needs to be done".

The **131ST CIVIL ENGINEERING SQUADRON/ (Operating Location, Engineering and Services (OLES)** was established in 1980 as a separate component of the 131st Civil Engineering Squadron (CES) located at Lambert - St. Louis International Airport ANGB. The OLES, comprised of five officer and 95 enlisted positions is being deactivated by the Air National Guard effective 1 October 1995. All members of the unit have found positions with other ANG units, most joining the CES at Lambert.

During 1995, the unit placed maximum effort in preparing for the 131st Fighter Wing Operational Readiness Inspection which will take place in October 1995. The unit also cooperated with the 139th CES from Rosecrans to provide two teams to deploy for two weeks each to Aviano AB in Italy. ANG Civil Engineering provided the allied support needed to assist ANG Engineering Installation Squadrons to accomplish a major cable installation around the complete flightline at Aviano. In a four week effort, the Civil Engineers installed thousands of feet of duct and 27 manholes to provide the necessary infrastructure to support the cable installation. The efforts of everyone involved provided Aviano AB with a quality project completed on time.

CONSTRUCTION/FACILITIES

Jefferson Barracks, home of four Air National Guard units, the National Guard Bureau's Human Resources Eastern Center, six Army National Guard units, Army Reserve elements of four separate commands, Defense Fuels (DLA) Central Office, and the Coast Guard Exchange Store; located in southeast St. Louis County overlooking the Mississippi River. The "Barracks" includes 43 buildings and structures located on 135 acres of land. The entire complex is state property leased to the federal government. In addition to buildings, support facilities include 55,623 SY of roads, 14,300 SY of paved parking, and approximately 10,000 LF of security fencing.

Air Operations and Maintenance agreement funding for FY 95 was \$696,615 including \$156,735 in state funds, \$469,857 in federal matching funds, and \$70,023 in 100% federal funds. Repair and maintenance construction funding of \$632,000 included historic preservation, interior renovation, roof repair, tuckpointing, pavement resurfacing, landscaping, and drainage improvements. Military Construction Projects in the amount of \$4.33 million were executed in FY 95. This includes complete renovation (alter/repair) for Buildings 1, 28, 37, 280; the establishment of a new fuel station (with above-ground fuel tanks); and the provision of a corrosion control facility for vehicle maintenance. Approximately \$5.0 million in further construction is currently under design and should be executed in FY 96.

AIR NATIONAL GUARD BASE AT LAMBERT-ST. LOUIS INTERNATIONAL AIRPORT is located on 24.94 acres of federally owned land on the south side of Lambert International Boulevard and 23.41 acres of airport land which is licensed to the State of Missouri for use by the Missouri Air National Guard. The Real Property consists of 76 facilities. The facilities include 36 building (347,525 sq. ft.), 55,686 sq. yd. of aircraft parking apron, and 99,723 sq. yd. of roads, sidewalks, parking lots and storage yards. The replacement

value of the ANG facilities at Lambert (less real estate) has been estimated by ANGRC at \$75 million.

Major projects completed in FY 95 include: Mount F-15 (\$38,000), Renovate Bldg 227 (\$22,000), Renovate Communications Bldg (\$17,000), Construct Computer Room at Munitions Maintenance Bldg (\$7,000), Install Electric Feeder for Generator for Test Stand (\$11,000), Replace Flightline Fence (\$6,000).

Major projects funded in FY 95 include: Replace Oil Water Separators/ Underground Storage Tanks (\$220,000), Ops Security Upgrade Bldg 1 (\$95,000), Alteration of Bldg 4 Wheel and Tire Shop (\$98,000), Renovate Parachute Shop and Rubber Room (\$18,000), Renovate Fuel Lab (\$43,000), Construct Logistics Vault Bldg 231 (\$28,000), Alter Bldg 61 AGE (\$17,000), Seal Streets base wide (\$24,000), Construct Restroom Bldg 231 (\$23,000), Reasphalt Warehouse Parking Lot (\$23,000), Replace Hot Water Heater Bldg 131 Dining Hall (\$17,000), Construct Tool Storage Shed (\$25,000).

FORT LEONARD WOOD AIR-TO-GROUND RANGE (CANNON RANGE) is located in the southwest corner of Fort Leonard Wood, MO in Pulaski county. The Air National Guard has exclusive use of 305 acres and joint use with the Army of a 2,500 acre safety fan. All land is granted by permit from the Army and licensed to the State of Missouri by the Air Force for use by the Missouri Air National Guard. Facilities presently consist of a range control building (3,900 sq. ft.), storage facility (2,475 sq. ft.), two observation towers, a helicopter pad 178 sq. ft.), a water well, 35 sq. yd. of sidewalk, 1,300 linear ft. of security fence and an extensive target array including airfield, revetted aircraft, railroads, and bridges. Prime electrical power is provided by Laclede Electric Cooperative by 2.5 miles of overhead distribution lines. The Range is operated by 10 full-time personnel and is host to units throughout the country, flying A-10, F-16, F-15's, B-1, C-130 and F-18 (Marine) aircraft as

Force; 28.67 acres leased from the city). Right-of-way easements total 7.58 acres. Two hundred and eighty-nine (289) acres for an aerial drop zone and 4.01 acres for a takeoff and landing zone located at the airport are leased from the city.

The current facilities include 32 buildings (265,512 SF), aviation fuel storage (300,000 gallons capacity); aircraft parking and hangar access taxiways (109,294 SY); electrical distribution system (34,972 LF) and vehicle parking (34,972 SY). Total replacement value is approximately \$60,466,000.

Major construction anticipated in the near future includes a Jet Fuel Storage Complex (\$4,817,000); Repair Aircraft Parking Ramp (\$647,460); Replace Advanced Airlift Tactics Training Center (\$2,160,290) and Replace Base Civil Engineering Facility (\$2,874,700).

Projects recently completed or currently under construction consist of Overlay Runway

13-31 for Assault Landing Zone (\$2,200,000) and the completion of restoration of the remaining projects identified from the Great Flood of 1993 (\$2,000,000).

Major construction anticipated in the near future includes a Vehicle Maintenance and AGE Facility, Replace Underground Storage Tanks, Replace Firing Range and Replace Fire Suppression System.

All land and facilities are licensed from the Department of the Air Force to the State of Missouri for Air National Guard purposes at no cost to the state. All costs of the operations are funded by the federal government except for the facilities Operations and Maintenance for which the State of Missouri funded \$197,679 in FY 95 with matching and non-matching funds in the amount of \$1,607,930.

MILITARY PERSONNEL 30 SEPTEMBER 1995

	AUTHORIZED			ASSIGNED		
	OFF	AMN	TOTAL	OFF	AMN	TOTAL
Headquarters MoANG	17	13	30	16	12	28
131st Fighter Wing	112	959	1071	112	945	1057
231st Civil Engineer Flt	25	13	38	24	12	36
239th Combat Comm Sq	9	186	195	7	64	171
110th Weather Flight	3	15	18	3	15	18
571st Air Force Band	1	35	36	1	31	32
157th Air Control Group	44	98	142	34	76	110
121st Air Control Sq	11	109	120	9	90	99
131st Civil Eng Sq (OLES)	5	100	105	3	2	5
218th Engr Install Sq	10	171	181	9	151	160
139th Airlift Group	135	862	997	129	759	888
	372	2561	2933	347	2257	2604

ORGANIZATIONAL STRUCTURE

Unit	Location	Commander
Hq MoANG	Jefferson City	Maj Gen William A. Treu
131st Fighter Wing: All units except Cannon Range are located at Lambert-St. Louis IAP, Bridgeton, MO.		
Hq 131st Fighter Wing		Col George D. Graves
110th Fighter Squadron		Lt Col Michael G. Brandt
131st Maintenance Squadron		Maj Gregory S. Champagne
131st Mission Support Flight		Lt Col Richard L. Rehmeier
131st Communications Flight		Maj William E. Work
131st Security Police Squadron		Capt Daniel R. Steiner
131st Civil Engineering Squadron		Lt Col Samuel S. Sivewright
131st Medical Squadron	Col Edith P. Mitchell	
131st Logistics Squadron		Lt Col Edward R. Weeks
131st Services Flight		Capt Edwin J. Trotter
*239th Combat Comm Squadron		Lt Col Frank P. Bianca
*110th Weather Flight		Lt Col Pamela W. Davis
*231st Civil Engineering Flight		Col Darrell E. Hart
*571st Air Force Band		1st Lt Gregory P. Hamilton
Cannon Range, Fort Leonard Wood		Lt Col Michael E. Steffen
*Attached to 131st Fighter Wing		
157th Air Control Group: All units located at Jefferson Barracks, St. Louis, MO.		
Hq 157th Air Control Group		Col Frederick L. Bonney
121st Air Control Sq (FACP)		Maj David W. Newman
**218th Engineering Installation Sq		Maj David C. Behm
**131st Civil Engineering Sq (OLES)		Maj Robert J. Tenholder
**Attached to 157th Air Control Group		
139th Airlift Group: All units are located at Rosecrans Memorial Airport, St. Joseph, MO.		
139th Airlift Group		Col Steven R. McCamy
139th Airlift Group Vice		Col Jerry G. Burtnett
139th Logistics Group		Lt Col Lonnie J. Lee
139th Support Group		Lt Col George A. Laliberte
139th Logistics Squadron		Lt Col Louis W. Smith
180th Airlift Squadron		Lt Col Steven D. Cotter
139th Civil Engineer Squadron		Maj Samuel T. Barber
139th Mission Support Flight		Lt Col Lyle D. Farquhar
139th Medical Squadron		Col Krikor O. Partamian
139th Communications Flight		Maj Carl O. Johnson

139th Adv Airlift Tac Training Ctr
 139th Aerial Port Flight
 139th Maintenance Squadron
 139th Aircraft Generation Squadron
 139th Logistics Support Flight
 139th Security Police Squadron
 139th Services Flight
 139th Operations Group
 139th Operations Support Flight

Lt Col Paul E. Davenport
 Maj Robert D. Couldry
 Maj Norman R. Brosi
 Maj Andrew E. Halter
 2Lt Gordon R. Meyer
 * Maj Frank O. Hood
 2Lt Laura L. Ruch
 Lt Col Robert N. Agee
 Lt Col Vernon James

* Acting Commander

Pilot/Navigator (NAV) Utilization:

LOCATION	PILOTS/NAV AUTHORIZED	PILOTS/NAV ASSIGNED	AVERAGE TOTAL TIME PER PILOT/NAV	ASSIGNED ACFT TIME PILOT/NAV
St. Joseph (C-130)	51/30	49/29	3075/3667 hrs	1317/1470
St. Louis (F-15)	21/0	28/0	2399/0 hrs	1039
St. Louis (C-26)	3/0	7/0	4177/0 hrs	439

Aircraft Fuel Consumption:

TYPE	GALLONS
JP-8 (Jet)	6,682,357
JP-4 (Jet)	402,002

Aircraft:

LOCATION	TYPE AIRCRAFT	QUAN- TITY	AVERAGE UNIT COST	TOTAL VALUE	AVERAGE AIRFRAME TIME
St. Louis	F-15A	17	\$11,113,000	\$188,921,000	3541.9 hrs
St. Louis	F-15B	2	\$10,853,000	\$ 21,706,000	4695.6 hrs
St. Louis	C-26B	1	\$ 3,900,000	\$ 3,900,000	1303.2 hrs
St. Joseph	C-130H	8	\$18,000,000	\$144,000,000	3460 hrs

TOTAL 28

Vehicular and Communications Equipment Assigned Statewide:

EQUIPMENT	QUANTITY	AVERAGE UNIT COST	TOTAL VALUE
Wheeled Vehicles	480	\$ 27,188	\$13,050,240
Radar Sets	1	\$3,700,000	\$ 3,700,000
Communications Sets	17	\$ 870,371	\$14,796,312
Air Traffic Control Systems	1	\$4,738,202	\$ 4,738,202
SATCOM	1	\$3,225,000	\$ 3,225,000
		TOTAL	\$39,509,754

COMMUNITY IMPACT

Federal funds spent in Missouri in support of the Air National Guard during FY 95 are categorized as follows:

	St. Louis	St. Joseph	TOTAL
Pay State Security	\$ 661,088	\$ 368,524	\$ 1,029,612
Pay of Air Technicians	\$17,543,800	\$ 8,764,808	\$26,308,608
Full-Time, Military Duty Program (AGR)	\$ 3,058,416	\$ 2,898,905	\$ 5,957,321
Active Duty/IDT/UTA	\$ 7,983,551	\$ 5,543,966	\$13,527,517
Incentive Program			
(Reenlistment Bonuses)	\$ 50,800	\$ 25,700	\$ 76,500
Basic Training Program	\$ 101,847	\$ 70,552	\$ 172,399
National Guard Personnel			
Travel, Per Diem, Sub-			
sistence, Clothing, and			
Uniform Allowances	\$ 1,148,778	\$ 698,062	\$ 1,846,840
Service Contract (Operation and Maintenance)	\$ 1,460,648	\$ 1,387,144	\$ 2,847,792
Major and Minor Repairs	\$ 1,151,369	\$ 1,890,196	\$ 3,041,565
Miscellaneous Supplies and Services	\$ 4,627,305	\$ 4,106,508	\$ 8,733,813
Base Procured Equipment	\$ 46,939	\$ 474,128	\$ 521,067
Planning, Acquisition and Construction	\$ 755,598	\$ 0	\$ 755,598
TOTALS	\$38,590,139	\$26,228,493	\$64,818,632

Seven Hundred and Twenty-Two Federal Civil Service Technicians and full-time active duty personnel are employed. They are the hard core professionals keeping aircraft and equipment ready on a daily basis for instant response.

One Hundred Eleven State employees (including Air Service Contract employees) maintain base equipment, utilities, roads and grounds and provide base security and fire protection.

MISSION STATEMENTS

131st Fighter Wing: To establish air superiority by engaging and destroying enemy air forces using conventional munitions in either offensive or defensive counter air roles. These roles apply over land and may, in certain cases, apply in support of maritime operations.

239th Combat Communications Squadron: Responsible to plan, deploy, activate, operate and maintain a complete Communications and Air Traffic Control System in a field combat environment, providing the essential command and control for the operations of a wing-sized

flying unit on an Air Base.

110th Weather Flight: Deploy with authorized assets to provide 24-hour tactical weather service observing, forecasting, and staff weather officer services in support of U.S. Army operations.

231st Civil Engineering Flight: This organization is a command/staff augmentation unit that provides engineering expertise to major air commands, numbered air forces, the National Guard Bureau and the U.S. Army. This unit is trained to staff and manage Civil Engineering

operations and recovery cell functions in battle staff or regional conflict situations. They also provide engineering design, staff functions and environmental expertise on a consultant basis for a variety of customers both domestic and international.

571st Air Force Band: The Band is a Missouri Air National Guard unit attached to the 131st Fighter Wing located at Lambert-St. Louis International Airport. The Band meets one weekend per month and two weeks during the summer to train, rehearse, and perform. The mission of the Band is to establish and maintain favorable relations with the community that it serves, augment local recruiting efforts, and provide appropriate music for civil and military functions in its assigned area.

139th Airlift Group: Provide the capability to deploy, redeploy and employ, if necessary, air and ground fighting forces of the United States to any area of the world and provide fighting forces. Conduct peacetime operations which ensure maintenance of high state of readiness training to include full base support for the D-Day mission.

Headquarters 157th Air Control Group: Responsible for wartime planning and training of nine combat ready Air Control System Radar units with 1,500 personnel and \$200 million in assets, plus support of the Department Of Defense Counter-narcotics mission. Performs reception

and reconstruction duties for assigned units and augments Command and Control Activities. Responsibilities to National Guard Bureau (peacetime) or 8AF (wartime).

121st Air Control Squadron: Responsible for employing the TPS-43E radar into forward areas to provide aircraft control and surveillance or gap-filler radar coverage. The 121st Air Control Squadron supports deployed contingency operations worldwide. Peacetime activities include providing radar control for local fighter and tanker units.

131st Civil Engineering Squadron (OLES): Provides Civil Engineering support to Jefferson Barracks ANG Base and 131st Fighter Wing to include necessary assets and skilled personnel to prepare and sustain global installations as stationary platform for the projection of aerospace power. Mission areas include: force beddown, facilities operation/maintenance, bomb damage repair, and rapid runway repair.

218th Engineering Installation Squadron: The unit mission is to train members in skills needed to engineer, install, remove, relocate, and perform serviceability certification and emergency on-site maintenance of ground communications electronics facilities. This includes a wartime commitment of mobility positions organized into combat teams.

Non-Military

DPS/Adjutant General

State Agencies

STATE EMERGENCY MANAGEMENT AGENCY



The State Emergency Management Agency (SEMA) is responsible for development of a statewide, all emergency preparedness capability to protect and assist the citizens of Missouri in any type of

emergency or disaster which may

occur. SEMA coordinates activities between federal, state, and local governments.

When disasters have sufficient impact on the state and local community, SEMA coordinates preparation of requests to the President for major disaster declarations, and if declared, administers assistance to the state or community. When requested by the Governor in serious cases, such federal assistance may be issued for floods, tornadoes, or other disasters when the severity of a situation cannot be adequately relieved by state and local efforts.

SEMA's history extends over more than three decades to initial State Civil Defense efforts in the 1950's. In 1967, the 74th General Assembly provided for the merger of Civil Defense and the Adjutant General's Office, under the Department of Public Safety. The name of the office was then changed from the Division of Civil Defense to the Disaster Planning and Operations Office.

During the 1984 Legislative Session, 81st General Assembly, the office name was changed to its present title to better reflect its current and expanding role.

At the local level, city and county directors of emergency management or emergency preparedness are appointed by the executive officer of each political subdivision. SEMA provides guidance and assistance to local organizations, but does not have command or control over their activities.

While approximately 90 percent of the local directors in Missouri serve in a volunteer

capacity, several large communities have full-time paid employees. Others are employed on a part-time basis.

In coordinating emergency activities between local governments, state agencies, and the federal government, SEMA maintains a State Emergency Operations Plan. The plan assigns responsibilities for actions to be taken by appropriate state agencies and departments in the event of an emergency or disaster.

OPERATIONS Throughout July, August and September, 1994, SEMA and all responding state agency representatives participated in a series of training sessions for SEOC operations and computer network capabilities. The training was culminated in a FEMA evaluated state-wide earthquake exercise as part of the SEOC validation process. Drills and exercises for the Callaway Nuclear Plant were conducted in September, and a graded exercise for the Cooper Nuclear Plant was completed in November. 1994 closed with a SEMA/State agency winter storm seminar to discuss state capabilities and resources available if necessary.

Winter storm resources were required on December 8, 1994 when the Northern third of the state was hit by a heavy ice storm. Governor Carnahan declared a state emergency with the National Guard, Department of Corrections inmates and the Missouri Highways and Transportation Departments providing manpower and materials for recovery. The bulk of the damage was debris from trees blocking streets and waterways. Emergency operations ended on December 31, 1994.

Early in 1995, improvements were made in the SEOC with the installation of the Integrated Communications Consoles. A validation exercise was conducted in February with evaluation provided by FEMA. Communication improvement state-wide was also addressed at the

first-ever Emergency Communications Conference hosted by SEMA late in February.

Following the annual SEMA conference in March, SEOC training continued for SEMA personnel and state agency representatives. Planning was initiated for a Corrections Department, Missouri State Highway Patrol and Missouri National Guard exercise designed to test prison riot response plans. This exercise began on May 16, 1995, and was completed May 17th simultaneously with the activation of the SEOC for flooding.

The floods of 1995 began May 17, 1995, with the SEOC operating on a 24 hour basis until May 26; then at a reduced level until June 2nd.

MITIGATION AND DISASTER ASSISTANCE
The Disaster Mitigation and Assistance (DMA) Branch is designed to reduce the impact of future disasters through comprehensive state hazard reduction measures, and provide for more rapid and efficient disbursement of disaster assistance funds in a Presidential Disaster Declaration. Programs within the branch include Public Assistance, Individual Assistance, Disaster Preparedness Improvement Grant, and Hazard Mitigation projects such as the Missouri Community Buyout program. In FY 95, the branch provided key support to SEMA's response to the northwest Missouri ice storm in December 1994. As a result of the federal declaration for the Spring 1995 Flood (MO-DR 1054), DMA staff processed thousands of disaster assistance claims in 62 counties eligible for Public Assistance. To date, more than \$4,297,000 has been paid to Missouri citizens for Individual and Family Grants (IFG), and \$9,192,097 in Public Assistance to local governments for the 1995 flood. In six disasters since 1990, more than \$78 million in IA funds have been paid to eligible residents, in addition to \$151 million in public assistance benefits statewide.

MISSOURI COMMUNITY BUYOUT PROGRAM 44 communities were funded for

residential buyouts from the 1993 Disaster Flooding. When the May 1995 flooding began, the Buyout program had purchased more than 2500 properties and had begun demolition projects in other communities. Many of the same areas that were flooded in 1993 were once again flooded in 1995 -- BUT the big difference was the families had moved out of the floodplain. Governor Carnahan conservatively estimated that over the next 20 years, the Buyout program would save the taxpayers over \$200 million in disaster assistance claims to cities and citizens. No one expected to see the taxpayers saving money so soon. The 1993 Buyout communities will finish buying residential properties by December 31, 1995, and finish the demolition stage by July 31, 1996. Because Missouri received a Presidential Declaration for flooding for both Public Assistance and Individual Assistance in June of 1995, funds for buyout projects once again became available in the fall of 1995.

TRAINING AND EXERCISE PROGRAM The Emergency Management Training (EMT) curriculum delivered by SEMA offers an extensive array of training opportunities for state and local emergency managers, public officials, members of volunteer relief organizations, and professionals in related fields. Funded in part by the Civil Defense Act of 1950, the EMT curriculum epitomizes the dual use, consequence management focus of civil defense in today's world. The EMT program has proven itself to be a comprehensive and effective vehicle to train state and local officials in disaster mitigation, preparedness, response, and recovery. Jurisdictions across Missouri, can and do cope with disaster by preparing in advance through training activities and by using the abilities learned to build local teams and coalitions that respond to emergencies.

The mix of individuals attending SEMA training reflects the diversity growing in emergency management. They represent local

elected and appointed officials, state agency officials and even federal agency representatives. The SEMA curricula is structured to meet the needs of this diverse audience with an emphasis on how the various elements work together in emergencies to save lives and protect property and the environment.

The core of the EMT curriculum is the Professional Development Series (PDS) for Emergency Management. Instruction focuses on the four phases of emergency management. PDS courses include: Introduction to Emergency Management; Emergency Planning: Leadership and Influence; Decision Making and Problem Solving; Effective Communication; Developing Volunteer Resources; and Exercise Design. Curricular areas of study include natural hazards (earthquake, radiological protection), leadership, basic management skills, instructional methodology, exercise design and evaluation, information technology, public information, and integrated emergency management. The SEMA training program also offers many other courses that augment the Professional Development Series and provides participants with critical information. These include courses for earthquake mitigation for health care facilities, technical mitigation strategies for utility lifeline systems, an entire series of courses on radiological response, courses on public policy in emergencies, workshops on hazardous materials planning and preparedness, disaster recovery operations, incident command, sheltering, mass fatality emergencies, and a myriad of other small workshops and public presentations.

Missouri is recognized by FEMA as one of the premier training programs and is often called upon to pilot test training courses and is regularly asked to provide expertise on curriculum development, course content and field deployment. The four Region VII states comprise 4.7 percent of the nation's population, but regularly delivers seven percent of the nation's

emergency management training. Missouri delivers as much as 70 percent of the region's training every year, which equates to Missouri delivering 4.95 percent of the emergency management training in the United States. Missouri comprises only 2.08 percent of the nation's population.

The SEMA training program also supported other programs across the state. The training section provided personnel to support the Callaway Nuclear Plant exercises and supported local and state exercises. The training mission of SEMA includes the support of these programs and grows each year.

In the fall of 1986 the Congress passed the Superfund Amendments Reauthorization Act (SARA) which required state and local governments to plan for response to spills of hazardous materials. Within Title III of that act was a funding mechanism which would provide states' grants to train responders. SEMA is granted training funds under section 305a of the Emergency Planning and Community Right-to-Know Act (Title III or EPCRA) through FEMA. SEMA HAZ-MAT section administered these grants and coordinates all the training activities with the Department of Natural Resources and the Division of Fire Safety. SEMA continues to sub-grant funds to the University of Missouri - Columbia's Fire & Rescue Institute, to train Missouri's First Responders in hazardous material awareness, operational, and technician level training. SEMA's training program works with the federal, state and local agencies to provide quality hazardous materials response training. In addition, SEMA and the Division of Fire Safety work together to conduct an annual LEPC Conference and Regional Officials Conferences.

The State and Local Exercise Program is designed to assist local jurisdictions and state agencies develop exercises to test their emergency operations plan. A system that is used to support

this program is the Integrated Emergency Management System. This system encourages communities and state agencies to design emergency capabilities to respond to all disasters in the same method. With the help of 91 communities and all state agencies, we are certain this system will better prepare our state for major emergencies and disasters.

NATURAL AND TECHNOLOGICAL HAZARDS PLANNING The Natural and Technological Hazards Planning Branch, under the supervision of a branch chief, consists of 15 personnel working in several emergency preparedness fields.

The branch oversees the following state and federal programs: the Missouri Earthquake Preparedness Program; the Hazardous Materials Program; the Area Coordinator Program; the All-Hazard Planning Program.

The All-Hazard Planning section has the primary responsibility of providing planning guidance and assistance to counties and cities in the development and/or revision of all-hazard emergency operations plans.

SARA Title III program (hazardous materials) provides funds for training federal, state and local jurisdictions and first responders on hazardous materials planning, response, and incident management. The HAZ-MAT Program provides speaking services as well as a number of different publications concerning HAZ-MAT Response and Recovery.

The Earthquake Preparedness Program (EP) handles the National Earthquake Hazard Reduction Program (NEHRP) monies that come to Missouri from FEMA. The Missouri Earthquake Program funds the Center for Earthquake Studies at Southeast Missouri State University. It has several joint mapping projects with Missouri Department of Natural Resources, Division of Geology and Land Survey. The new Missouri Seismic Safety Commission is funded by SEMA with NEHRP monies and also provides staff services for the Commission. Missouri's Earthquake Program provides speaking services as well as numerous publications through both State staff as well as through the Center for Earthquake

Studies.

The Area Coordinator Program provides SEMA staff liaison to local jurisdictions on a statewide basis. These Area Coordinators assist local officials in all emergency management activities, to include all-hazard planning, training, exercises, hazardous materials planning and emergency response functions.

PUBLIC INFORMATION The SEMA Public Information Officer provided support to the Governor's Office for the Pattonsburg Buyout Funding Announcement and the Completion of the Belfontaine-Neighbors Buyout in July 1994 in conjunction with a trip to Missouri by FEMA Director James Lee Witt.

The PIO provided emergency public information for the Summer 94 Heat Emergencies, the December 94 Ice Storm, and the May 95 flooding which eventually led to a Presidential Declaration for Flooding on June 2, 1995. The SEMA PIO relocated to the Disaster Field Office in St. Louis to work in the Joint Public Information Center with FEMA and other state/federal recovery personnel.

The PIO set up and worked in a joint information center for the following exercises: CIVEX 94 in September 94; Callaway Nuclear Power Plant (Jefferson City, MO) JPIC practice, September 94; Cooper Nuclear Power Plant (Brownville, NE) drill and graded exercises in October and November 94; Corrections Drill, SEOC, May 95.

The PIO provided public information support for the following events: the LEPC Conference, Jefferson City, October 94; Buyout Meeting, Columbia, October 94; Winter Storm Meeting, SEOC, November 94; Communications Conference, Osage Beach, February 95; RADEF Conference, SEOC, February 95; Statewide Tornado Drill, March 95; the SEMA/MEPA state training meeting, April 95; and the Buyout Demolition Conference, Columbia, April 95; and worked an information booth at the State Fair in Sedalia.

The PIO worked closely with the Missouri Farm Bureau on the Disaster Satellite

Communications Partnership through the spring and summer prior to the Governor's announcement in September 95.

The PIO worked on the *Governor's Task Force on Flood Plain Management Report*, published July 1994 and the *Floods of 1993 and 1994 Response, Recovery and Lessons Learned* report published in January 1995.

STATE SURVIVABLE CRISIS MANAGEMENT PROGRAM. The emphasis of this program has been focused on expanding and refining the communications network for critical information exchange. The expansion of these capabilities statewide will inherently increase the survivability of the command and control structure. Efforts to incorporate the ICS (Incident Command System) structure into the State SOPs have proven successful and will go far in insuring adequate and timely disaster response at all levels of state and local government.

RADIOLOGICAL INSTRUMENTS/ MAINTENANCE & CALIBRATION. The Radiological Instruments/Maintenance and Calibration (RI/M&C) Program began operations in 1966. This is a federally funded program under a contract between this office and the Federal Emergency Management Agency. The funding for the contract year was \$81,338.00 with no cost to the state.

The program provides for the inspection, maintenance, and calibration of some 49,000 radiological detection and measuring instruments to maintain their operational readiness and mission reliability. They are located in emergency response facilities, state and federal installations and bulk stored in all counties to support the public fallout shelter plans. The instruments and equipment have been granted to the state for radiological protection.

At the present time (excluding nuclear power plant support), all instruments are exchanged on a four-year cycle. They are picked up from the local jurisdiction and processed through the RI/M&C facility for an operability check, calibration and repair if necessary. They are repacked with new batteries and redistributed

to the local jurisdictions.

All instruments used for radiological incident response for nuclear power plants are maintained on a yearly cycle. This involves over 1,900 radiation detection instruments.

RI/M&C also supports radiological response training by providing instruments, radioactive source sets, and other materials as needed. RI/M&C personnel are available to assist as instructors when necessary. The RI/M&C section controls and maintains records on all radioactive source sets used for instrument calibration and training. They are on loan to the state from the Federal Emergency Management Agency.

RADIOLOGICAL PROTECTION PROGRAM (RPP). With the end of the Cold war, the former Radiological Protection Program has been upgraded to address concerns with the commercial use and transportation of radiological materials. The program now supports the radiological monitoring and measurement requirements of the off-site emergency plans for the Cooper and Callaway Nuclear plants; and associated Reception and Care Centers, County facilities and State agencies responding to an incident at the plants. The program also equips and trains radiological monitors associated with fire and rescue departments along the major transportation routes across Missouri. Numerous radiological responders receive training in the proper methods for approaching and controlling a transportation accident scene, augmenting established chemical hazardous materials training.

COMMUNICATIONS AND WARNING. SEMA maintains and operates a communications center in the State Emergency Operations Center. This facility provides daily communications for SEMA, and emergency communications for the Governor's Office, Missouri National Guard armories, and other state agencies as required. The following systems provide wire line or radio communications with local and federal agencies:

- (1) FEMA National Warning System (NAWAS)
- (2) FEMA Electronic Mail System

- (3) FEMA National Radio System (FNARS)
- (4) State Highway Patrol Radio System
- (5) Missouri Uniform Law Enforcement System-Teletype (MULES)
- (6) Law Enforcement Point-to-Point Radio System
- (7) Sheriff's Mobile System
- (8) Statewide Mutual Aid Frequency
- (9) State National Guard Single Sideband Net; VHF and Tactical FM System
- (10) State Highway Department Radio System
- (11) Emergency Management Administrative Net
- (12) Radio Amateur Civil Emergency Service (RACES) and Amateur Radio Emergency Services (ARES)
- (13) Digital Laser Facsimile Telecopier (FAX)
- (14) Federal Highway Administration, U.S. Department of Transportation emergency communications radio system
- (15) Civil Air Patrol radio communications capability
- (16) State HF single sideband radio network consisting of state office and ten county or city emergency management stations within Missouri
- (17) Nuclear Power Plant radio repeater system at two sites
- (18) Data communication terminals using wire line and radio transmissions
- (19) Statewide administrative emergency VHF low band used by local jurisdictions
- (20) Corps of Engineers High Frequency Single Sideband radio for river and flood stage reporting
- (21) Transportable Very Small Aperture Satellite (VSAT) system connected to State telephone network to provide emergency "on the scene" communications with state/federal support agencies

(22) Missouri Farm Bureau satellite E-mail terminal providing electronic messaging to county governments in Missouri

(23) Weather data and radar imagery receiver

(24) Radio dispatch console system which provides for single point control of Public Safety and National Guard radio system

A major two day communications/warning exercise was conducted in FY 95 to demonstrate the readiness and operation of the communications center. One exercise, held in early spring each year, was in cooperation with the National Weather Service in preparation for the tornado season.

MOBILE EMERGENCY OPERATIONS CENTER SEMA maintains and operates a 14 foot step van as a mobile communications and command center. It has eight radio systems, including a VHF high band radio repeater with telephone interconnect, a low band to high band VHF repeater and is supported by a trailer mounted emergency power generator. The interior of the vehicle can be quickly configured to accommodate other radio systems. The mobile center is maintained on a standby basis for dispatch to any disaster site in Missouri. This unit also serves as the transportable base station for the Callaway and Cooper Nuclear Plant yearly exercises.

A major benefit of this unit is the use of the sixty foot telescoping antenna tower to extend the range of the installed repeater. SEMA field teams are able to range up to 20 miles from the communications van using hand held radios.

The Mobile Emergency Operating Center was used two times this year for training and public relations functions.

FACILITIES AND EQUIPMENT PROGRAM
This program provides up to 50% federal reimbursement funding to eligible state and local governments for the development and maintenance of facilities and equipment for

emergency management functions. Jurisdictions submit grant applications for projects each year with financial awards being determined by the amount of funds provided by FEMA. Historically, only a limited number of projects can be funded yearly due to a lack of federal funds. The majority of the projects submitted by local governments are for warning system upgrades (sirens) and for radio equipment purchases.

Federal funding for the Facilities and Equipment program during FY 95 was \$5,500.00.

BUDGET SEMA was appropriated \$59,104,507.00 from state general revenue funds for fiscal period July 1, 1994 through June 30, 1995. These funds are used for state operating costs, as well as match monies for Federal Emergency Management Assistance programs.

Operating costs:	<u>General Revenue</u>	<u>Federal Funds</u>	<u>Total</u>
Personal Services	\$802,843.00	\$799,021.00	\$1,601,864.00
Expense & Equipment	<u>155,638.00</u>	<u>280,741.00</u>	<u>436,379.00</u>
	\$958,481.00	\$1,079,762.00	\$2,038,243.00

Total funds disbursed by this agency during the 1995 fiscal year July 1, 1994 through June 30, 1995, in support of various programs: \$36,067,423.

Disaster costs:	<u>General Revenue</u>	<u>Federal Funds</u>	<u>Total</u>
	\$894,062.00	\$33,135,118.00	\$34,029,180.00

OFFICE OF AIR SEARCH AND RESCUE



Created by the Missouri legislature in 1979, this office is within the military division of the executive department, Office of the Adjutant General. The ex-officio head of the office is the

Missouri Wing Commander of the Civil Air Patrol. The purpose of this office is to perform aerial and ground search and rescue, and disaster relief operations utilizing the personnel of the Missouri Wing Civil Air Patrol (CAP).

Missouri Wing CAP consists of approximately 868 volunteers, of which 438 are senior members and 406 are cadets, and 24 are members of the AFROTC detachment at University of Missouri, Columbia. There are 36 units throughout the State of Missouri. The following are the missions performed:

Search and Rescue

- Locating missing and overdue aircraft
- Locating missing persons
- Locating and silencing inadvertent Emergency Locator Transmitters (ELT's).

Disaster Preparedness

- Establishing communications
- Aerial damage assessment
- Aerial transport of supplies, equipment, dog teams, key personnel, etc.
- Assistance to the American Red Cross
- Assistance to the Salvation Army
- Administration of a Temporary Flight Restriction Zone in cooperation with the FAA.

Drug Interdiction Program

- Support to Drug Enforcement Agency
- Support to the U.S. Customs
- Support to the Forestry Service
- Support to the Environmental Protection Agency

Search and Rescue missions are originated through the U.S. Air Force Rescue Coordination Center located at Langley Air Force Base, Virginia, and charged with all inland search and rescue within the continental U.S. boundaries. Additionally local and state law or elected officials may call on the service of the CAP.

Disaster relief missions are originated by the U.S. Air Force National Security Emergency Preparedness, Federal and State Emergency management agencies, and various counties that have memorandums of understanding with the CAP. National agreements are in effect with American Red Cross, the Salvation Army, The U.S. Air Force and Federal Emergency Management Agency.

During disasters, Civil Air Patrol will coordinate air traffic within the Temporary Flight Restricted Areas for the Federal Aviation Administration. Coordination of all air space includes both civilian and military air traffic.

Drug interdiction missions are authorized by the requesting agency. These missions may be surveillance, transport, or search type missions.

In addition to real missions, the Missouri Wing will conduct several training exercises to further train our volunteers in proper search and rescue techniques. In 1995, the Wing conducted 5 practice exercises in various portions of the state. Community exercises are conducted with FEMA, SEMA, and local officials.

PERSONNEL:

<u>Flight Crews</u>	<u>Ground Teams</u>	<u>All Members</u>
203 Licensed Pilots	44 Ground Team Leaders	438 Seniors
35 Mission Pilots	127 Ground Team Members	406 Cadets
47 Mission Observers		24 In AFROTC At UM Columbia

RESOURCES:

Aircraft

4 CAP Owned C-172 IFR Certified
1 CAP Owned C-182 Retractable, IFR Certified
1 CAP Owned C-182 Fixed Gear, IFR Certified
67 Member owned or part owned, available for missions

Vehicles

15 Vans CAP Owned throughout the State
153 Member owned vehicles, available for missions

Communications

88 HF Fixed and Mobile
257 VHF/FM Stations Fixed and Mobile
240 Stations operating on USAF assigned frequencies
6 Repeater stations VHF/FM
11 Fixed VHF/DIGITAL repeaters
3 Mobile or Airborne repeaters
21 Direction Finding Units, hand held, for ELT search
11 Portable generators

All CAP Owned Aircraft and Vehicles have VHF/FM voice frequency capabilities.

ACTIVITY SUMMARY FOR JULY 1994 TO JUNE 1995

34 ELT Missions called by AFRCC
1 Downed aircraft search
68.8 mission hours flown
25 Aircraft used
70 Vehicles used
317 Mission qualified Personnel used
33,746.5 Man-hours by CAP volunteers
30 Objectives found by CAP, 2 found by civilians, 2 silenced by unknown forces

At an hourly rate of \$10.00 per hour per Senior and Cadet. This is \$ 337,465.00 in services provided in the State.

ECONOMIC IMPACT BY COMMUNITY FOR FY 95

<u>CITY</u>	<u>TOTAL STATE EXPENDITURE</u>	<u>TOTAL FEDERAL EXPENDITURE</u>	<u>TOTAL STATE/FEDERAL EXPENDITURE</u>
ALBANY	\$ 22,482.00	\$ 548,651.85	\$ 571,133.85
ANDERSON	18,923.00	451,602.25	470,525.25
AURORA	22,273.00	3,261,289.49	3,283,562.49
BERNIE	22,568.00	281,589.08	304,157.08
BOONVILLE	23,085.00	291,233.73	314,318.73
CAMP CLARK	7,040.00	626,440.08	633,480.08
CAMP CROWDER		1,106,793.40	1,106,793.40
CAPE GIRARDEAU	59,629.00	3,034,645.67	3,094,274.67
CARROLLTON	21,160.00	590,379.56	611,539.56
CARTHAGE	26,661.00	737,989.36	764,650.36
CARUTHERSVILLE	18,673.00	139,072.63	157,745.63
CENTERTOWN	21,994.00	518,587.75	540,581.75
CHARLESTON	18,612.00	117,764.93	136,376.93
CHILLICOTHE	28,738.00	542,835.94	571,573.94
CLINTON	24,794.00	525,320.32	550,114.32
COLUMBIA	693,077.00	3,135,130.59	3,828,207.59
DE SOTO	40,131.00	542,152.70	582,283.70
DEXTER	24,604.00	1,159,702.93	1,184,306.93
DONIPHAN	24,595.00	407,225.55	431,820.55
ELDON	20,079.00	-	20,079.00
FARMINGTON	47,319.00	642,817.09	690,136.09
FESTUS	36,131.00	1,873,536.31	1,909,667.31
FREDERICKTOWN	37,680.00	862,087.01	899,767.01
FT LEONARD WOOD	49,025.00	1,067,537.28	1,116,562.28
FULTON	34,512.00	744,428.83	778,940.83
HANNIBAL	34,094.00	813,269.00	847,363.00
HARRISONVILLE	20,079.00	1,247,029.50	1,267,108.50
HOUSTON	7,040.00	-	7,040.00
INDEPENDENCE	56,543.00	503,589.58	560,132.58
JACKSON	15,354.00	392,918.42	408,272.42
JEFFERSON BKS (ANG)	368,287.00		368,287.00
JEFFERSON BKS (ARNG)	125,355.00	3,166,074.34	3,291,429.34
JEFFERSON CITY (ANG)	7,040.00		7,040.00
JEFFERSON CITY (ARNG)	1,909,364.00	20,747,667.04	22,657,031.04
JOPLIN	45,492.00	1,914,126.79	1,959,618.79
KANSAS CITY	291,595.00	6,974,726.77	7,266,321.77
KENNETT	19,413.00	583,013.13	602,426.13
KIRKSVILLE	32,593.00	455,413.42	488,006.42
LAMAR	18,290.00	399,206.16	417,496.16
LEBANON	37,744.00	618,683.23	656,427.23
LEXINGTON	50,838.00	2,713,246.21	2,764,084.21
MACON	22,243.00	839,736.63	861,979.63

ECONOMIC IMPACT BY COMMUNITY FOR FY 95

<u>CITY</u>	<u>TOTAL STATE EXPENDITURE</u>	<u>TOTAL FEDERAL EXPENDITURE</u>	<u>TOTAL STATE/FEDERAL EXPENDITURE</u>
MARSHALL	18,892.00	890,419.47	909,311.47
MARYVILLE	25,796.00	1,090,735.14	1,116,531.14
MEXICO	24,080.00	899,541.96	923,621.96
MOBERLY	36,893.00	532,471.87	569,364.87
MONETT	19,768.00	536,255.42	556,023.42
MTN GROVE	19,732.00	1,573,862.86	1,593,594.86
NEOSHO	31,768.00	1,028,579.54	1,060,347.54
NEVADA	68,760.00	7,524,170.17	7,592,930.17
OSAGE BEACH	16,986.00	157,771.77	174,757.77
PERRYVILLE	32,235.00	481,318.55	513,553.55
PIERCE CITY	16,497.00	453,122.85	469,619.85
POPLAR BLUFF	846,646.00	4,956,383.12	5,803,029.12
PORTAGEVILLE	45,500.00	285,202.55	330,702.55
RAYTOWN	27,024.00	510,942.74	537,966.74
RICHMOND	20,531.00	468,908.49	489,439.49
ROLLA	43,449.00	1,354,477.93	1,397,926.93
SALEM	20,546.00	235,235.99	255,781.99
SAVANAH	12,696.00	222,049.34	234,745.34
SEDALIA	30,904.00	1,753,007.27	1,783,911.27
SIKESTON	18,805.00	429,072.15	447,877.15
SPRINGFIELD	75,203.00	66,167,221.96	66,242,424.96
ST. CLAIR	27,488.00	408,707.03	436,195.03
ST. JOSEPH (ANG)	489,712.00	26,228,493.00	26,718,205.00
ST. JOSEPH (ARNG)	36,144.00	1,998,344.62	2,034,488.62
ST. LOUIS (ANG)	607,571.00	38,590,139.00	39,197,710.00
ST. LOUIS (ARNG)		934,158.90	934,158.90
TRENTON	35,701.00	949,641.86	985,342.86
WARRENSBURG	21,457.00	4,814,417.04	4,835,874.04
WARRENTON	59,249.00	486,236.19	545,485.19
WEBB CITY	19,176.00	364,721.34	383,897.34
WENTZVILLE	7,040.00	-	7,040.00
WEST PLAINS	66,562.00	531,000.26	597,562.26
WHITEMAN AFB	7,040.00	2,016,146.20	2,023,186.20
 TOTAL	 \$ 7,235,000.00	 \$ 233,450,271.13	 \$ 240,685,271.13

NUMBER OF EMPLOYEES BY COMMUNITY FOR FY 95

<u>CITY</u>	<u>NUMBER OF GUARD MEMBERS</u>	<u>AGR</u>	<u>TECH</u>	<u>TOTAL FEDERAL</u>	<u>STATE</u>	<u>TOTAL EMPLOYEES</u>
ALBANY	85.0	2.0	1.0	88.0	0.5	88.5
ANDERSON	56.0	2.0	1.0	59.0	0.5	59.5
AURORA	130.0	4.0	2.0	136.0	0.5	136.5
BERNIE	41.0	1.0		42.0	0.5	42.5
BOONVILLE	22.0	1.0		23.0	0.5	23.5
CAMP CLARK	28.0			28.0	11.0	39.0
CAMP CROWDER				-		-
CAPE GIRARDEAU	230.0	14.0	16.0	260.0	2.0	262.0
CARROLLTON	46.0	2.0		48.0	0.5	48.5
CARTHAGE	137.0	4.0	1.0	142.0	0.4	142.4
CARUTHERSVILLE	27.0		1.0	28.0	0.5	28.5
CENTERTOWN	46.0	7.0		53.0	1.0	54.0
CHARLESTON	18.0			18.0	0.4	18.4
CHILLICOTHE	76.0	3.0		79.0	0.5	79.5
CLINTON	51.0			51.0	0.5	51.5
COLUMBIA	94.0	9.0	2.0	105.0	0.5	105.5
DE SOTO	70.0	3.0		73.0	0.5	73.5
DEXTER	94.0	5.0		99.0	0.4	99.4
DONIPHAN	47.0	2.0		49.0	0.5	49.5
ELDON				-	0.5	0.5
FARMINGTON	100.0	1.0	1.0	102.0	0.5	102.5
FESTUS	175.0	3.0	8.0	186.0	1.0	187.0
FREDERICKTOWN	24.0			24.0	0.5	24.5
FT LEONARD WOOD	117.0	9.0	2.0	128.0	1.0	129.0
FULTON	59.0	8.0	1.0	68.0	1.0	69.0
HANNIBAL	98.0	3.0	1.0	102.0	0.5	102.5
HARRISONVILLE	153.0	4.0	6.0	163.0	0.5	163.5
HOUSTON				-		-
INDEPENDENCE	70.0	3.0		73.0	0.5	73.5
JACKSON	58.0	1.0		59.0	0.3	59.3
JEFFERSON BKS (ANG)		14.0	52.0	66.0	14.0	80.0
JEFFERSON BKS (ARNG)	262.0	14.0	14.0	290.0	6.0	296.0
JEFFERSON CITY (ANG)	28.0	6.0	10.0	44.0		44.0
JEFFERSON CITY (ARNG)	929.0	127.0	294.0	1,350.0	116.3	1,466.3
JOPLIN	126.0	10.0	2.0	138.0	0.8	138.8
KANSAS CITY	548.0	32.0	5.0	585.0	5.0	590.0
KENNETT	46.0	4.0		50.0	0.5	50.5
KIRKSVILLE	77.0	2.0		79.0	0.5	79.5
LAMAR	53.0		1.0	54.0	0.5	54.5
LEBANON	79.0	4.0	1.0	84.0	0.5	84.5
LEXINGTON	205.0	16.0		221.0	1.0	222.0
MACON	116.0	3.0		119.0	1.5	120.5
MARSHALL	41.0	2.0	8.0	51.0	0.5	51.5
MARYVILLE	90.0	9.0	1.0	100.0	0.6	100.6

NUMBER OF EMPLOYEES BY COMMUNITY FOR FY 95

<u>CITY</u>	<u>NUMBER OF GUARD MEMBERS</u>	<u>AGR</u>	<u>TECH</u>	<u>TOTAL FEDERAL</u>	<u>STATE</u>	<u>TOTAL EMPLOYEES</u>
MEXICO	51.0	2.0	9.0	62.0	0.5	62.5
MOBERLY	80.0	3.0		83.0	0.5	83.5
MONETT	71.0	3.0		74.0	0.5	74.5
MTN GROVE	75.0	1.0		76.0	0.8	76.8
NEOSHO	58.0	2.0	16.0	76.0	4.5	80.5
NEVADA	58.0	5.0	12.0	75.0	0.1	75.1
OSAGE BEACH	30.0			30.0	0.5	30.5
PERRYVILLE	55.0	3.0		58.0	0.5	58.5
PIERCE CITY	59.0		1.0	60.0	0.3	60.3
POPLAR BLUFF	126.0	12.0	13.0	151.0	1.5	152.5
PORTAGEVILLE	39.0	1.0		40.0	0.3	40.3
RAYTOWN			9.0	9.0		9.0
RICHMOND	59.0	4.0		63.0	0.4	63.4
ROLLA	99.0	3.0	8.0	110.0		110.0
SALEM	48.0	1.0		49.0	0.5	49.5
SAVANAH	40.0			40.0		40.0
SEDALIA	108.0	7.0	4.0	119.0	0.5	119.5
SIKESTON	56.0	3.0	1.0	60.0	0.5	60.5
SPRINGFIELD	619.0	52.0	137.0	808.0	9.5	817.5
ST. CLAIR	162.0	3.0		165.0	1.5	166.5
ST. JOSEPH (ANG)	888.0	90.0	191.0	1,169.0	56.0	1,225.0
ST. JOSEPH (ARNG)	208.0	9.0	8.0	225.0	1.0	226.0
ST. LOUIS (ANG)	1,688.0	84.0	285.0	2,057.0	38.0	2,095.0
ST. LOUIS (ARNG)				-		-
TRENTON	78.0	3.0	7.0	88.0	0.7	88.7
WARRENSBURG	233.0	20.0		253.0	0.5	253.5
WARRENTON	96.0	2.0		98.0	0.5	98.5
WEBB CITY	56.0			56.0	0.1	56.1
WENTZVILLE				-	0.1	0.1
WEST PLAINS	52.0	3.0		55.0	0.4	55.4
WHITEMAN AFB			30.0	30.0	1.0	31.0
TOTAL	9,944.0	650.0	1,162.0	11,756.0	295.9	12,051.9

PAY BY COMMUNITY FOR FY 95

<u>CITY</u>	<u>M-DAY</u> <u>PAY</u>	<u>TECH</u> <u>PAY</u>	<u>AGR</u> <u>PAY</u>	<u>STATE</u> <u>PAY</u>	<u>TOTAL</u> <u>FEDERAL /</u> <u>STATE PAY</u>
ALBANY	\$ 226,754.00	\$ 28,744.00	\$ 88,915.00	\$ 7,184.00	\$ 351,597.00
ANDERSON	152,028.25	31,028.00	81,968.00	6,551.00	271,575.25
AURORA	350,438.00	30,124.00	177,830.00	6,907.00	565,299.00
BERNIE	108,223.50		34,874.00	6,551.00	149,648.50
BOONVILLE	59,265.25		40,984.00	7,145.00	107,394.25
CAMP CLARK	72,149.00			1,561.00	73,710.00
CAMP CROWDER					
CAPE GIRARDEAU	669,955.00	321,904.00	615,420.00	13,639.00	1,620,918.00
CARROLLTON	123,684.00		88,915.00	6,843.00	219,442.00
CARTHAGE	365,898.50	25,804.00	158,663.00	5,125.00	555,490.50
CARUTHERSVILLE	72,149.00	22,120.00		6,551.00	100,820.00
CENTERTOWN	136,567.75		378,321.00	3,699.00	518,587.75
CHARLESTON	46,381.50			6,046.00	52,427.50
CHILLICOTHE	203,563.25		136,846.00	6,735.00	347,144.25
CLINTON	131,414.25			7,303.00	138,717.25
COLUMBIA	270,558.75	63,648.00	360,436.00	6,551.00	701,193.75
DE SOTO	188,102.75		116,842.00	6,308.00	311,252.75
DEXTER	255,098.25		201,522.00	5,422.00	462,042.25
DONIPHAN	126,260.75		75,858.00	6,947.00	209,065.75
ELDON				6,551.00	6,551.00
FARMINGTON	262,828.50	28,568.00	40,984.00	6,848.00	339,228.50
FESTUS	479,275.50	205,484.00	129,899.00	12,201.00	826,859.50
FREDERICKTOWN	61,842.00			6,947.00	68,789.00
FT LEONARD WOOD	329,824.00	53,068.00	530,531.00	18,825.00	932,248.00
FULTON	175,219.00	28,744.00	375,400.00	14,737.00	594,100.00
HANNIBAL	262,828.50	31,832.00	129,899.00	7,268.00	431,827.50
HARRISONVILLE	420,010.25	149,292.00	170,883.00	6,531.00	746,716.25
HOUSTON				1,561.00	1,561.00
INDEPENDENCE	188,102.75		129,899.00	6,551.00	324,552.75
JACKSON	152,028.25		40,984.00	4,145.00	197,157.25
JEFFERSON BKS (ANG)				293,546.00	293,546.00
JEFFERSON BKS (ARNG)	747,257.50	352,760.00	702,218.00	64,433.00	1,866,668.50
JEFFERSON CITY (ANG)	130,284.00			1,561.00	131,845.00
JEFFERSON CITY (ARNG)	3,478,612.50	8,357,804.00	6,973,710.00	1,168,594.00	19,978,720.50
JOPLIN	355,591.50	61,480.00	481,023.00	9,283.00	907,377.50
KANSAS CITY	1,507,398.75	165,928.00	1,586,245.00	70,993.00	3,330,564.75
KENNETT	128,837.50		171,720.00	6,551.00	307,108.50
KIRKSVILLE	203,563.25		95,862.00	6,966.00	306,391.25
LAMAR	139,144.50	25,056.00		6,551.00	170,751.50
LEBANON	216,447.00	28,744.00	163,936.00	6,551.00	415,678.00
LEXINGTON	589,461.75		904,910.00	13,278.00	1,487,649.75
MACON	306,633.25		136,846.00	6,551.00	450,030.25
MARSHALL	131,414.25	225,432.00	95,862.00	6,947.00	459,655.25
MARYVILLE	257,675.00	29,760.00	403,820.00	7,382.00	698,637.00
MEXICO	159,758.50	277,696.00	95,862.00	6,551.00	539,867.50
MOBERLY	213,870.25		123,789.00	7,145.00	344,804.25
MONETT	190,679.50		136,846.00	9,283.00	336,808.50

PAY BY COMMUNITY FOR FY 95

<u>CITY</u>	<u>M-DAY PAY</u>	<u>TECH PAY</u>	<u>AGR PAY</u>	<u>STATE PAY</u>	<u>TOTAL FEDERAL / STATE PAY</u>
MTN GROVE	195,833.00		40,984.00	7,343.00	244,160.00
NEOSHO	195,833.00	440,496.00	88,915.00	4,353.00	729,597.00
NEVADA	193,256.25	219,980.00	212,704.00	7,996.00	633,936.25
OSAGE BEACH	77,302.50			6,848.00	84,150.50
PERRYVILLE	149,451.50		136,846.00	6,551.00	292,848.50
PIERCE CITY	154,605.00	26,536.00		4,353.00	185,494.00
POPLAR BLUFF	389,089.25	225,040.00	588,885.00	6,551.00	1,209,565.25
PORTAGEVILLE	103,070.00		40,984.00	4,353.00	148,407.00
RAYTOWN	23,190.75	250,036.00		8,506.00	281,732.75
RICHMOND	162,335.25		178,667.00	5,323.00	346,325.25
ROLLA	283,442.50	189,212.00	217,406.00	4,368.00	694,428.50
SALEM	126,260.75		34,874.00	6,551.00	167,685.75
SAVANAH	103,070.00			4,828.00	107,898.00
SEDALIA	306,633.25	156,092.00	393,863.00	6,551.00	863,139.25
SIKESTON	154,605.00	26,536.00	123,789.00	6,551.00	311,481.00
SPRINGFIELD	2,082,014.00	3,923,708.00	2,443,917.00	21,316.00	8,470,955.00
ST. CLAIR	425,163.75		136,846.00	6,798.00	568,807.75
ST. JOSEPH (ANG)	5,543,966.00	8,764,808.00		403,765.00	14,712,539.00
ST. JOSEPH (ARNG)	579,768.75	224,664.00	409,927.00	9,075.00	1,223,434.75
ST. LOUIS (ANG)	7,853,284.00	17,543,800.00		468,767.00	25,865,851.00
ST. LOUIS (ARNG)					
TRENTON	226,754.00	177,536.00	123,789.00	9,493.00	537,572.00
WARRENSBURG	651,917.75		977,338.00	3,026.00	1,632,281.75
WARRENTON	252,521.50		88,915.00	7,937.00	349,373.50
WEBB CITY	144,298.00			7,234.00	151,532.00
WENTZVILLE				1,561.00	1,561.00
WEST PLAINS	141,721.25		136,846.00	5,125.00	283,692.25
WHITEMAN AFB	77,302.50	999,552.00		1,561.00	1,078,415.50
TOTAL	\$ 35,223,769.00	\$ 43,713,016.00	\$ 22,554,017.00	\$ 2,938,083.00	\$ 104,428,885.00

POLITICAL DIVISIONS BY COMMUNITY

<u>CITY</u>	<u>COUNTY</u>	<u>US CONGRESSIONAL DISTRICT</u>	<u>STATE SENATE DISTRICT</u>	<u>STATE LEGISLATIVE DISTRICT</u>
ALBANY	GENTRY	6	12	5
ANDERSON	McDONALD	7	32	130
AURORA	LAWERENCE	7	28	133
BERNIE	STODDARD	8	25	163
BOONVILLE	COOPER	6	6	117
CAMP CLARK	VERNON	4	28	126
CAMP CROWDER	NEWTON	7	32	130
CAPE GIRARDEAU	CAPE GIRARDEAU	8	12	7
CARROLLTON	CARROLL	6	12	7
CARTHAGE	JASPER	7	32	126
CARUTHERSVILLE	PEMISCOT	8	25	162
CENTERTOWN	COLE	4	6	114
CHARLESTON	MISSISSIPPI	8	27	161
CHILLICOTHE	LIVINGSTON	6	12	7
CLINTON	HENRY	4	31	120
COLUMBIA	BOONE	9	19	23
DE SOTO	JEFFERSON	3	20	104
DEXTER	STODDARD	8	25	159
DONIPHAN	RIPLEY	8	20	153
ELDON	MILLER	4	6	115
FARMINGTON	ST FRANCIOS	8	20	106
FESTUS	JEFFERSON	3	22	103
FREDERICKTOWN	MADISON	8	27	106
FT LEONARD WOOD	PULASKI	4	33	147
FULTON	CALLAWAY	9	16	20
HANNIBAL	MARION	9	18	10
HARRISONVILLE	CASS	4	31	124
HOUSTON	TEXAS	8	16	147
INDEPENDENCE	JACKSON	5	11	49
JACKSON	CAPE GIRARDEAU	8	27	158
JEFFERSON BKS (ANG)	ST LOUIS	3	1	96
JEFFERSON BKS (ARNG)	ST LOUIS	3	1	96
JEFFERSON CITY (ANG)	COLE	4	6	114
JEFFERSON CITY (ARNG)	COLE	4	6	114
JOPLIN	JASPER	7	32	129
KANSAS CITY	JACKSON	5	9	50
KENNETT	DUNKLIN	8	25	163
KIRKSVILLE	ADAIR	9	18	2
LAMAR	BARTON	7	28	126
LEBANON	LACLEDE	4	33	146
LEXINGTON	LAFAYETTE	4	21	122
MACON	MACON	9	18	8
MARSHALL	SALINE	4	21	26

POLITICAL DIVISIONS BY COMMUNITY

<u>CITY</u>	<u>COUNTY</u>	<u>US CONGRESSIONAL DISTRICT</u>	<u>STATE SENATE DISTRICT</u>	<u>STATE LEGISLATIVE DISTRICT</u>
MARYVILLE	NODAWAY	6	12	4
MEXICO	AUDRAIN	9	18	21
MOBERLY	RANDOLPH	9	19	22
MONETT	BARRY	7	29	132
MTN GROVE	WRIGHT	8	33	144
NEOSHO	NEWTON	7	32	130
NEVADA	VERNON	4	28	126
OSAGE BEACH	MILLER	4	6	115
PERRYVILLE	PERRY	8	27	155
PIERCE CITY	LAWRENCE	7	28	132
POPLAR BLUFF	BUTLER	8	25	154
PORTAGEVILLE	NEW MADRID	8	25	161
RAYTOWN	JACKSON	5	10	56
RICHMOND	RAY	6	21	36
ROLLA	PHELPS	8	16	149
SALEM	DENT	8	16	150
SAVANAH	ANDREW	6	34	5
SEDALIA	PETTIS	4	21	118
SIKESTON	SCOTT	8	25	160
SPRINGFIELD	GREENE	7	30	139
ST. CLAIR	FRANKLIN	9	26	110
ST. JOSEPH (ANG)	BUCHANAN	6	34	28
ST. JOSEPH (ARNG)	BUCHANAN	6	34	28
ST. LOUIS (ANG)	ST LOUIS	2	24	79
ST. LOUIS (ARNG)	ST LOUIS	2	24	79
TRENTON	GRUNDY	6	12	3
WARRENSBURG	JOHNSON	4	31	121
WARRENTON	WARREN	9	2	19
WEBB CITY	JASPER	7	32	127
WENTZVILLE	ST CHARLES	9	23	13
WEST PLAINS	HOWELL	8	29	151
WHITEMAN AFB	JOHNSON	4	31	121

CAPITAL EXPENDITURES BY COMMUNITY FOR FY 95

<u>CITY</u>	<u>STATE</u> <u>CONSTRUCTION</u>	<u>FEDERAL</u> <u>CONSTRUCTION</u>
CAPE GIRARDEAU	\$ 14,200.00	\$ 11,000.00
COLUMBIA	673,250.00	1,415,000.00
DE SOTO	14,000.00	
DEXTER	1,000.00	8,000.00
FARMINGTON	26,600.00	
FESTUS		40,100.00
FREDERICKTOWN	19,400.00	
HARRISONVILLE		11,000.00
INDEPENDENCE	35,000.00	
JEFFERSON CITY (ARNG)	48,200.00	364,000.00
KANSAS CITY	130,400.00	
KIRKSVILLE	1,300.00	
LEBANON	14,000.00	
MACON		26,000.00
MARSHALL		11,000.00
MEXICO	200.00	11,000.00
MOBERLY	5,200.00	
NEOSHO	15,600.00	387,300.00
NEVADA	41,400.00	197,200.00
POPLAR BLUFF	821,700.00	2,886,300.00
PORTAGEVILLE	27,300.00	
RAYTOWN		11,000.00
ROLLA	16,300.00	
SPRINGFIELD		58,700.00
WARRENTON	29,800.00	
WEST PLAINS	44,500.00	
 TOTAL	 \$ 1,979,350.00	 \$ 5,437,600.00

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